DOCUMENT RESUME

ED 021 299 CG 002 704

By- Patten, Thomas H., Jr.

INCREASING THE EMPLOYABILITY OF APPLICANTS IN PROFESSIONAL OCCUPATIONS WHO ARE NOT COMPETITIVE IN THE DETROIT JOB MARKET. FINAL REPORT.

Michigan Employment Security Commission, Lansing. Professional Placement Center.

Pub Date 29 Feb 68

Note- 84p.

EDRS Price MF-$0.50 HC-$3.44

Descriptors- CONSULTANTS, *DEMONSTRATION PROGRAMS, *EMPLOYMENT SERVICES, *JOB PLACEMENT, *PROFESSIONAL PERSONNEL, QUESTIONNAIRES, RESEARCH PROJECTS

This demonstration project determined if the application of diagnostic techniques, remedial services, and intensive job development efforts on an individualized basis could develop or improve the employability of applicants in professional occupations who were not competitive in the Detroit job market. A comparison was made of the experiences of 111 randomly selected applicants included in an experimental group (given intensive service) and a similarly chosen control group of equal number (given normal service). Data were gathered by questionnaire. The cause of the superior job placement record for the experimental group is considered to be the existence of intensive service. The provision of a staff with adequate time to effect placements and the addition of relatively close supervision that was occupationally and industry knowledgeable and capable of giving specific guidance to the staff were considered crucial. Intensive service for hard-to-place professionals should be installed on an extended trial basis. The superior placement record and improved public "image" of the employment service are the reasons for the recommendation. (Author)

FINAL REPORT OF EXPERIMENTAL AND DEMONSTRATION PROJECT
FEBRUARY 29, 1968

INCREASING THE EMPLOYABILITY OF APPLICANTS IN PROFESSIONAL OCCUPATIONS WHO ARE NOT COMPETITIVE IN THE DETROIT JOB MARKET

Report prepared by:

Thomas H. Patten, Jr., Ph.D.

Social Research Consultant to E & D Project

Professor of Industrial Relations and
Associate Director for the Personnel Management Program Service
School of Labor and Industrial Relations
Michigan State University

Project Staff:

J. Douglas Foley, Supervisor
Helen Burns, Interviewer
Marcelle Crafton, Counselor

Professional Placement Center
Michigan Employment Security Commission

CG 002 704
ED021299

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

TABLE OF CONTENTS

I. One-Page Summary of the Study Findings and Main Recommendation

II. Statement of Objectives

III. Findings

IV. Analysis and Interpretation of the Findings: Cause and Effect

V. Recommendations

VI. Methodology of the Study

APPENDICES

A. Samples of Forms Used

B. Depth Interview Supplement

C. Follow-Up Questionnaire

D. Flow-Chart of Intake Procedures Used

E. Telephone Survey Questionnaire

F. Revision of Resumes

G. Cases in the Experimental Group*

---

*Bound Separately and available upon request. See last page in this report for further information.

I. ONE-PAGE SUMMARY OF THE STUDY, FINDINGS, AND MAIN RECOMMENDATION

This was a demonstration project to determine if the application of diagnostic techniques, remedial services, and intensive job development efforts on an individualized basis could develop or improve the employability of applicants in professional occupations who were not competitive in the Detroit job market from November 1, 1966 to October 31, 1967. The study was based on a comparison of the experience of 111 randomly selected applicants included in an experimental group and given intensive service with that of a similarly chosen control group of equal number that was given normal service. Data were gathered from both groups by means of a questionnaire (with more than a 90 percent rate of return) to measure the results of intensive versus normal service.

The main finding of the study is that the percentage of job placements for the experimental group is 17% as opposed to 6% for the control group and 12% for the Professional Placement Office in Detroit for the same period. The cause of the superior job placement record for the experimental group is considered unequivocally to be the existence of intensive service. Of the various components of this service, the provision of a staff with adequate time to effect placements and the addition of relatively close supervision that was occupationally and industry-knowledgeable and capable of giving specific guidance to the staff were considered crucial. The provision of intensive service was also very favorably perceived by the clients as apposed to more negative perceptions of the employment service by the control group.

The main recommendation is that intensive service for hard-to-place professionals be installed on an extended trial basis to replace the traditional approaches. The superior placement record and improved public "image" of the employment service are the reasons for the recommendation. Both are highly important goals for an agency serving the public. The introduction of closer professional supervision in office operations making for more dynamic administration and the utilization of highly motivated and well trained operating personnel are needed to implement the recommendation. Resources for implementation were found available on an experimental basis among the existing supervisory and professional employees of the employment service. It is reasoned such resources are generally available to provide the proposed service and that this innovation can and should consequently be implemented on a widespread basis for a longer period of observation and utilization.

II. STATEMENT OF OBJECTIVES

Initally, this study was intended to be a demonstration project to determine if the application of diagnostic techniques, remedial services, and intensive job development efforts on an individualized basis could develop or improve the employability of professional applicants who were not otherwise competitive in today's job market. The study was to be conducted by establishing intensive service units in two separate employment service professional placement centers, Detroit and Boston being the two ultimately chosen. The intensive service units were to work closely with selected groups of professional applicants to (a) diagnose impediments to employability, (b) apply all available employment service techniques and services, including especially job development efforts, (c) evaluate the effectivness of services given by a follow-up of the applicants and an analysis of the results, and (d) determine whether new methods and techniques are needed to provide effective service. A comparison was to be made of the experience of the applicants given intensive service with that of a control group given normal service to measure the effectivness of a specialized unit in providing needed services to the hard-to-place professional applicant. With some modifications in design, the intended objectives were attained in the Detroit phase of the study, which is the subject of this final report.

A. BACKGROUND OF THE PROBLEM

In the past decade many professional placement centers have had a large proportion of applicants registered for employment who were not placed. They fall into identifiable categories and can be classified as "disadvantaged", despite their professional job qualifications. They may not be in demand occupations; they may have specialized in a narrow phase of their professions; or they may be marginally qualified. In various parts of the United States some of these professional employees have been dislocated by the out-migration of industry, such as in the chemical and electronics industries; or by mergers of companies and staff reduction. Jobs are difficult to develop for these people because of (a) the failure of the applicants to meet requirements in the current job market, (b) an oversupply of skills in some fields, (c) the present level of employability of the disadvantaged professional, and (d) certain employer obstacles, such as: prejudices against older workers, desire to avoid pension plan expenses, strong interest in hiring recently graduated college students, unwillingness to recognize the transferability of professional skills among industries, and the rejection of applicants because of their personal characteristics.

As a group, hard-to-place professionals in the past received, at best, minimal service under current manpower programs. (Relatively new HRD services would be an exception.) These people fail to fit most programs which assist the unemployed because they are in professional occupations. In the normal placement process of a professional placement center there are the pressures of filling employer orders with more readily placeable applicants, which also works to the deteriment of the hard-to-place professional. Often the staff of the center simply lacks the time to search the files properly or to interview in depth the professional applicant carefully. The lack of time has also meant failure to carry out the extensive job development that might be needed to locate opportunities for the individual applicant or to determine how his skills and talents

(continued)

might be adapted to openings that are already listed. Therefore, the typical professional placement center has concentrated in the past upon placing the more readily placeable and has not provided the individual attention required for the diagnostic and specialized placement services that the hard-to-place professional required.

The professional E & D project which is reported here was viewed as an opportunity to demonstrate that the employment service could give effective service to the professional applicant who was having (or was expected to have) difficulty in finding a suitable position. It was also seen as an opportunity to demonstrate that the employment service possessed the capability, techniques, and know-how to perform an essential role in the professional job market when it had the staff resources and time to make the necessary efforts in applying these techniques.

The specific service conceived in the E & D project was to be "applicant-oriented" and to be a synthesis of whatever was needed to enhance the professional client's employability and placement. Counseling, per se, was not regarded as the answer. It was thought that the main employment difficulty for most hard-to-place professionals was not career choice, job adjustment, or other problems characteristically within the purview of counseling. What was needed was a new facet of service, specialized to needs of hard-to-place professionals. The service was, as mentioned, to be "applicant-oriented" and a synthesis of morale-building, job development, counseling, placement, and other manpower services. Such an overall service would emphasize career diagnosis, provide referral to remedial training where warranted, and seek, through specialized and individualized job development and encouragement, to assist applicants in obtaining positions where their skills and knowledge could best be used.

B. DEFINITION OF A HARD-TO-PLACE (DISADVANTAGED) PROFESSIONAL

The basic criterion for inclusion in the project was that the applicant be a professional employee, or potentially one, who could be expected to have difficulty in fitting his or her particular qualifications into the present labor market. All applicants carried a "0" or "1" Dictionary of Occupational Titles code, indicating professional, technical, and managerial occupations (although no technicians were included in the study). Applicants were selected from the regular daily intake of the Professional Placement Center in Detroit, although there were continual file searches to locate eligible participants. No other actions were taken to locate or stimulate a flow of applicants.

Insofar as the study had a definite focus as to clientele within the broad field of professional occupations we defined "hard-to-place professional" to accord with categories of such persons known by the employment service to be hard-to-place and who appeared at the Detroit Professional Placement Center. It was necessary to be very precise about the categories to include and exclude.

For the purposes of the study it was decided that the term "hard-to-place professionals" would include:

(continued)

1. College graduates with non-specialized degrees or low academic achievement. This category included graduates of non-accredited colleges and persons who were seeking work in an occupation which did not coincide with their academic major field.

2. Persons without any college training or without a degree who essentially worked in only one professional job, or in one industry. Most of these were people 40-50 years of age or more.

3. Persons with some professional experience or training (not acquired in recent years) who lacked knowledge or skills in the methods and techniques required by industry or organizations today.

4. Women with professional training and/or experience who were returning to the job market after long absences.

5. Persons who were self-employed managing a small business which may have failed or been sold out or who may have temporarily retired and desired to work again.

6. Retired or released servicemen who were returning to the civilian labor force with obsolete or no civilian work experience and whose military experience did not appear to be readily transferrable to a civilian occupation. The educational background of these veterans was quite varied, ranging from college graduation to incomplete high school.

7. Foreign-trained applicants with experience in foreign countries or in the United States but often in less than professional work. In some cases these applicants had a language problem. (Residents of Canada were excluded from the study even though they may have worked in the Detroit area and appeared at the Professional Placement Center.)

8. Miscellaneous professionals who could be considered hard-to-place because of high salary expected, unusual occupations, personal mannerisms, and the like.

The above categories of what made a person hard-to-place were based essentially upon level of education and/or professional experience. Not all hard-to-place professionals were economically disadvantaged. Indeed for some their main problem seemed to be extreme selectivity in job choice.

Categories of applicants excluded were unemployed professionals who inability to obtain work was primarily attributable to reasons other than their marginal status. These reasons were:

1. Alcoholism or drug addiction.

2. Mental illness.

(continued)

3. Illnesses (except mental) preventing professional employment.
4. Age (if 65 or older).
5. Transient applicants.
6. Persons currently employed except for those who had temporarily taken a job to stave off family hardship until a more appropriate position became available or known to them. (This category of persons was considered "underemployed" in the sense defined in the last sentence; no blanket category of "underemployed" persons was included in the study on the grounds that such a categorization would be too judgmental.)

Also excluded were technicians or persons with less than two years of education beyond high school working in technical fields; "euphemistic managers", i.e., persons who are basically clerks, custodians, or janitors but called managers; foremen; and salesmen. In this way we tried to overcome any possible miscodings and surmount some of the weaknesses in the D.O.T. codes as they relate to classifying professional applicants.

These definitions should have yielded non-pathological cases of professionals who were having difficulty in fitting their qualifications into the "present Detroit labor market" and had, therefore, on their own initiative registered at the MESC Professional Placement Center in Detroit.

Meticulous care was given to the selection of clientele in order to assure that people included in the experimental and control groups satisfied the criteria imposed. (In Appendix D an explanation of the intake procedures used and a flow-chart are provided.) The only exception to this cautious approach to selection was during a few weeks in January when we sought cases from the mainstream of the Detroit Professional Placement Center. Specifically, by removing cases from the mainstream that had not been previously serviced according to the "Four-Step Plan"* (in operation in the office) within ten days after applying for service, we acquired about five to ten people in the study who, in retrospect, might not have been hard-to-place. Yet this practice probably had no important effect upon the results of the study because of the period in which the study was conducted. Professional employees in Detroit without jobs were, by and large, marginal.

Except for this brief departure from plan in the selection procedures, data on every applicant screened for possible inclusion were reviewed jointly by the social research consultant and the supervisor of the intensive service unit and a decision for inclusion or exclusion was based upon their combined judgment.

(continued)

---

*The Four-Step Plan called for reflection of one of the following items on every MESC Form 2511: (1) referral to a regular order; (2) telephone job development; (3) resume or profile services; and (4) when none of the preceding was attempted, an explanation was to be provided on the comment section of the form.

Again, inasmuch as the Detroit labor market was generally tight throughout the period of the study there was a shortage of applicants; and those who were included in the study represented, in most instances, the very hardest-to-place professionals. The rigid criteria for entry into the study, detailed attention given to selection, and tightness of the labor market combine to indicate that the group serviced was clearly appropriate - if not ideal - in terms of the objectives of the study.

No attempt was made to stratify either the experimental or control group according to age, sex, minority group status, education, specific field of work, type of employment problem, unemployment insurance claimant status, or the like.

C. ACCOMPLISHMENT OF OBJECTIVES

The initial objectives of the study, as stated above, were accomplished in Detroit and the project in Boston is continuing for a somewhat longer period of data accumulation. As could be expected in any study, the design of the project as originally conceived needed to be modified to accord with practical problems experienced. However, these are not matters pertinent to the attainment of objectives and are reviewed more properly in VI, Methodology of the Study.

III. FINDINGS

In this section we provide an overview of the demographic composition of the experimental and control groups and the main substantive findings of the study. Both quantitative and qualitative data are utilized. The chi-square test for statistical significance has been used where it was needed and appropriate. Additional findings can be obtained by examination of the case studies comprising Appendix G, which is separately bound. It is recommended that the reader acquaint himself with these to supplement the data below and to get a feel for the flavor of the raw data.

A. DESCRIPTIVE BACKGROUND

We begin by examining the demographic characteristics of the experimental control groups.

Table 1 is a distribution of the two groups according to age, race, and sex. In this and all subsequent tables no mention is made of the race of the control group members. MESC records do not contain race except for applicants serviced after August 1, 1967; and there was no way to obtain knowledge of race except by asking the mainstream interviewer of the applicant to recall it. This was not done because it could have revealed the applicant was in the control group and affected the experiment. A crude check of the control applicant's address, name, and school attended (such as an essentially Negro college) led us to estimate 12-16 could have been Negroes, which is about the same Negro-white ratio in the experimental group. Since our study intake ceased on July 15, 1967, the availability of racial data after August 1, was not beneficial to us.

Table 1 reveals several basic facts suggesting the comparability of the experimental and control groups. The mean ages for the two groups are 42.9 (experimental) and 43.7 (control). The number under the age of 35 in both groups is almost the same but the control group contains 50 people in the age brackets 50-64 whereas there are only 37 in these same brackets for the experimental group. There were 11 more women in the experimental group than the control group. When the study was completed 14 experimental group members and 22 control people aged 50-64 were still unemployed (with no employment information available for an additional 18 control group members). These data are shown in Table 2. Thus we find relatively the same percentage unemployed in the 50-64 age brackets in the experimental group (37%) and the control group (40%). It is quite possible that most of the 18 who did not give us employment information were younger rather than older because there is an inexplicable difference in placements between the experimental and control groups in the younger age brackets.

Table 3 shows a distribution of the experimental and control group members according to educational attainment. The data are categorized according to criteria that have meaning in American society: twelve years or less (persons with less than a high-school education); twelve years (essentially highschool graduates); 13-15 years (some college); 16 years (essentially college graduates); and 17 or more years (those with some graduate study).

(continued)

Table 1. Distribution By Age, Race, and Sex of Experimental* And Control Groups
(Five-Year Intervals)

AGE	EXPERIMENTAL GROUP (Mean Age=42.9)										CONTROL GROUP* (Mean Age=43.7)						AGE
	WHITE				NEGRO				TOTAL		TOTAL						
	Male		Female		Male		Female				Male		Female				
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
20-40	4	.05	4	.20	-	-	3	.35	11	.10	10	.11	5	.29	15	.13	20-24
25-29	5	.06	3	.15	1	.20	1	.13	10	.09	8	.09	2	.12	10	.09	25-29
30-34	5	.06	2	.10	1	.20	1	.13	9	.08	3	.03	1	.06	4	.04	30-34
35-39	7	.09	1	.05	2	.40	1	.13	11	.10	10	.11	2	.12	12	.11	35-39
40-44	13	.17	1	.05	1	.20	1	.13	16	.14	10	.11	1	.06	11	.10	40-44
45-49	15	.19	1	.05	-	-	1	.13	17	.16	8	.08	1	.06	9	.08	45-49
50-54	13	.17	3	.15	-	-	-	-	16	.14	22	.23	-	-	22	.20	50-54
55-59	11	.15	4	.20	-	-	-	-	15	.14	14	.15	2	.12	16	.14	55-59
60-64	5	.06	1	.05	-	-	-	-	6	.05	9	.09	3	.17	12	.11	60-64
TOTAL	78	100	20	100	5	100	8	100	111	100	94	100	17	100	111	100	

*Race is shown for the Experimental Group only.

A glance at Table 3 shows that the two groups are very comparable. However, the 13-15 years and 16 years cells are almost the exact opposite for the two groups, giving the experimental group an educational "edge". Of the 13 Negroes in the experimental group 10 had 16 years of education.

Table 4 indicates the number of weeks members of the two groups were unemployed at the time of entry into the study. As can be seen, the control group contained a greater number of persons who had been unemployed one week or less at the time they entered our study. There also were fewer control group members who had been unemployed 50 weeks or longer

In examining the total distribution of weeks unemployed for the two groups it is quite clear that the experimental group contained more persons with longer periods of unemployment. Part of this can be explained by the acceptance into the control group of all persons who met the manifest criteria for the study. In the experimental group many persons met the manifest criteria but as a consequence of the in-depth interview were found to be ineligible for the study, uninterested in participating, or not considered to be hard-to-place. Very few cases where we were mistaken as to ease of placement were thus accepted in the experimental group. On the other hand, for the control group since all we had to go on was paperwork and a mainstream interviewer's abbreviated card annotations, we may have erred by accepting some control group members whose latent ease in placement was not obvious from manifest record data.

Table 5 shows the distribution of weeks unemployed by race and sex for the experimental and control groups, counting the total number of weeks group members remained unemployed immediately before and after entering the study up till either the time they were placed or the study was terminated. In a work, this table shows the "total episode" of unemployment. Unfortunately, we lack data on 18 of the 111 people in the control group because they could not be located in our follow-up questionnaire study. However, an examination of the number of persons unemployed 1-4 weeks and 5-9 weeks shows that the control group contains many more persons that were unemployed a total of only 1-4 weeks than was the case in the experimental group. If we had more information on the 18 non-respondents this figure could increase. Yet Table 5 seems to support the view that a greater proportion of the control group members turned out to be relatively easy to place than was true of the experimental group.

Based on available data the experimental group contains twice as many people as the control group who were unemployed 30 weeks or more. Yet except for these discrepancies, when one examines the distribution of weeks unemployed for both groups, he is struck more by the similarities than the differences. The inclusion of 15 people unemployed 1-4 weeks in the control group may be a slight biasing factor; but since the selection procedure called for randomness, no undue concern is warranted.

Tables 6 and 7 provide distributions by weeks unemployed of the experimental and control groups respectively (total episode) by age brackets. Again small differences among cells in the two tables can be discerned. But one still sees more similarities than differences.

(continued)

Table 2. Comparison of Unemployed Experimental and Control Group Members By Age at the End of the Study (Five-Year Intervals)

	EXPERIMENTAL GROUP		CONTROL GROUP	
Age	Total in Study	Unemployed at End of Study	Total in Study	Unemployed at End of Study
20 - 24	11	3	15	1
25 - 29	10	3	10	1
30 - 34	9	3	4	2
35 - 39	11	2	12	1
40 - 44	16	5	11	2
45 - 49	17	2	9	1
50 - 54	(16	(3	(22	(10
55 - 59	37(15	14(7	50(16	22(6
60 - 64	(6	(4	(12	(6
TOTAL	111	32	111	30

Table 3. Distribution By Educational Attainment, Race, and Sex of Experimental* and Control Group

	EXPERIMENTAL GROUP (Mean Education -14.5 years)										CONTROL GROUP* (Mean Education=14.2 years)						
	WHITE				NEGRO												
EDUC.	MALE		FEMALE		MALE		FEMALE		TOTAL		MALE		FEMALE		TOTAL		EDUC.
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Less than 12	2	.03	1	.05	1	.20	-	-	4	.04	3	.03	-	-	3	.03	Less than 12
12 yrs.	21	.27	4	.20	-	-	-	-	25	.22	23	.25	3	.18	26	.22	12 yrs.
13-15 yrs.	26	.33	4	.20	-	-	1	.13	31	.28	41	.44	3	.18	44	.40	13-15 yrs.
16 yrs.	21	.27	9	.45	4	.80	6	.74	40	.36	20	.21	11	.64	31	.29	16 yrs.
17 or more yrs.	8	.10	2	.10	-	-	1	.13	11	.10	7	.07	-	-	7	.06	17 or more yrs.
TOTAL	78	100	20	100	5	100	8	100	111	100	94	100	17	100	111	100	

* Race is shown for the Experimental Group only.

Table 4. Distribution of Weeks Unemployed for Experimental and Control Group Members Prior to Entering the Study

Weeks Unemployed	Experimental Group	Control Group	Weeks Unemployed	Experimental Group Members	Control Group Members
1	4	24	25-29	4	2
2	7	8	30-34	3	3
3	6	6	35-39	1	3
4	4	11	40-44	2	1
5	4	3	45-49	1	-
6	5	5	50-99	10	3
7	2	1	100-199	4	3
8	12	6	200	-	1*
9	6	2			
10	7	3	TOTAL	111	111
11	4	1			
12	3	1			
13	2	2			
14	2	2			
15	2	2			
16	3	3			
17	-	2			
18	2	2			
19	1	2			
20-24	10	9			

*572 weeks unemployed.

Table 5. Distribution of Weeks Unemployed by Race and Sex for Experimental and Control Groups
(Selected Intervals)

WEEKS UNEMPLOYED	EXPERIMENTAL GROUP											CONTROL GROUP					
	WHITE					NEGRO											
	MALE		FEMALE		TOTAL	MALE		FEMALE		TOTAL		MALE		FEMALE		TOTAL	
	No.	%	No.	%		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 - 4	2	.03	1	.05	3	-	-	-	-	3	.03	14	.18	1	.07	15	.16
5 - 9	9	.12	-	-	9	1	.20	2	.25	12	.11	8	.10	1	.07	9	.10
10-14	10	.13	1	.05	11	1	.20	2	.25	14	.13	5	.07	3	.20	8	.09
15-19	7	.09	-	-	7	1	.20	-	-	8	.07	8	.10	2	.13	10	.11
20-24	8	.10	1	.05	9	-	-	-	-	9	.08	7	.10	1	.07	8	.09
25-29	2	.03	2	.10	4	-	-	-	-	4	.04	9	.12	1	.06	10	.11
30-34	8	.10	6	.30	14	1	.20	-	-	15	.13	4	.05	1	.07	5	.05
35-39	3	.04	2	.10	5	1	.20	-	-	6	.05	4	.05	1	.07	5	.05
40-44	9	.11	2	.10	11	-	-	1	.13	12	.11	8	.10	-	-	8	.09
45-49	5	.06	-	-	5	-	-	-	-	5	.05	1	.01	-	-	1	.01
50-54	4	.05	1	.05	5	-	-	1	.12	6	.05	1	.01	2	.13	3	.03
55-199	11	.14	4	.20	15	-	-	2	.25	17	.15	8	.10	2	.13	10	.10
200 and up	-	-	-	-	-	-	-	-	-	-	-	1	.01	-	-	1	.01
TOTAL	78	100	20	100	98	5	100	8	100	111	100	78	100	15	100	93*	100

* Information not available for 18 cases. Unemployment counted is total episode.

Table 6. Distribution by Weeks Unemployed by Age for the Experimental Group*
(Selected Intervals)

AGE	WEEKS UNEMPLOYED 1 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 -54	55 - 99	100 - 199	200+	TOTAL	
	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	%
20-24	1	3	1	-	3	-	1	-	1	-	-	1	-	-	11	.10
25-29	-	1	2	-	2	-	2	1	-	1	1	-	-	-	10	.09
30-34	-	1	2	-	-	1	-	1	2	-	1	1	-	-	9	.08
35-39	1	1	2	2	1	-	1	2	-	-	1	-	-	-	11	.10
40-44	-	3	1	-	-	-	4	1	3	3	1	-	-	-	16	.14
45-49	-	1	4	1	2	-	4	-	2	1	-	2	-	-	17	.15
50-54	1	1	1	2	-	2	1	-	2	-	2	3	1	-	16	.15
55-59	-	-	1	2	1	1	2	1	-	-	-	4	3	-	15	.14
60-64	-	1	-	1	-	-	-	-	2	-	-	2	-	-	6	.05
TOTAL	3	12	14	8	9	4	15	6	12	5	6	13	4		111	100

* Unemployment counted is total episode.

Table 7. Distribution by Weeks Unemployed by Age for the Control Group (Selected Intervals)

WEEKS UNEMPLOYED

AGE	1-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-99	100-199	200/	TOTAL	
	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	%
20-24	-	3	2	1	1	1	-	-	-	-	1	-	-	-	9	.10
25-29	2	1	1	-	2	-	1	-	-	-	-	-	-	-	7	.07
30-34	1	-	-	1	-	1	-	-	-	-	-	1	-	-	4	.04
35-39	2	-	-	1	-	1	1	1	2	-	1	2	-	1	12	.13
40-44	1	1	1	1	-	2	-	1	-	-	1	1	-	-	9	.10
45-49	3	1	-	3	-	-	-	-	2	-	-	-	-	-	9	.10
50-54	4	2	1	-	4	3	1	-	2	-	-	-	1	-	18	.19
55-59	1	1	2	1	-	3	1	1	-	1	-	1	3	-	15	.16
60-64	1	-	-	3	-	-	1	2	2	-	-	1	-	-	10	.11
TOTAL	15	9	8	10	8	10	5	5	8	1	3	6	4	1	93*	100

* Information not available for 18 cases. Unemployment counted is total episode.

Table 8. Distribution of Weeks Unemployed by Educational Attainment for the Experimental Group
(Selected Intervals)

YEARS OF EDUCATION

Weeks Unemployed	Less Than 12 Yrs.		12 Yrs.		13 - 15 Yrs.		16 Yrs.		17 or more Yrs.		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 - 4	1	.25	-	-	1	.03	1	.02	-	-	3	.03
5 - 9	1	.25	2	.08	2	.07	6	.15	1	.10	12	.11
10-- 14	-	-	3	.12	6	.20	5	.13	-	-	14	.13
15 - 19	-	-	3	.12	3	.10	2	.05	-	-	8	.07
20 24	-	-	1	.04	1	.03	6	.15	1	.09	9	.08
25 - 29	1	.25	3	.12	-	-	-	-	-	-	4	.04
30 - 34	1	.25	4	.16	4	.13	3	.07	-	.27	15	.14
35 - 39	-	-	-	-	1	.03	5	.13	-	-	6	.05
40 - 44	-	-	2	.08	6	.19	4	.10	-	-	12	.11
45 - 49	-	-	1	.04	1	.03	1	.03	2	.18	5	.04
50 - 54	-	-	2	.08	1	.03	3	.07	-	-	6	.05
55 - 199	-	-	4	.16	5	.16	4	.10	4	.36	17	.15
200 and up	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	4	100	25	100	31	100	40	100	11	100	111	100

* Unemployment counted is total episode.

Table 9. Distribution of Weeks Unemployed by Education for the Control Group (Selected Intervals)

	YEARS OF EDUCATION						
Weeks Unemployed	Less Than 12 Yrs.	12 Yrs.	13 - 15 Yrs.	16 Yrs.	17 or More Yrs.	Total	
	No.	No.	No.	No.	No.	No.	%
1 - 4	-	4	7	4	-	15	.16
5 - 9	-	-	4	4	1	9	.09
10 - 14	1	1	2	3	1	8	.09
15 - 19	-	4	3	3	-	10	.11
20 - 24	-	1	5	2	-	8	.09
25 - 29	-	4	4	1	1	10	.11
30 - 34	1	1	2	1	-	5	.05
35 - 39	-	3	-	2	-	5	.05
40 - 44	-	2	5	1	-	8	.09
45 - 49	-	1	-	-	-	1	.01
50 - 54	-	1	1	1	-	3	.03
55 - 199	1	2	5	2	-	10	.11
200 and up	-	-	-	-	1	1	.01
TOTAL	3	24	38	24	4	93*	100

* Information not available for 18 cases. Unemployment counted is total episode.

Tables 8 and 9 show the distribution of weeks unemployed at the time of entry into the study by education attainment for the experimental and control groups respectively. Consistent with the conclusions reached on prior tables, small differences can be seen but the essential similarity of the two groups included in the study stands out. However, a larger number of better educated people having total episodes of unemployment less than nine weeks was noticeable for the control group.

Summing up what was found by comparing the experimental and control groups of unemployed professionals, the following conclusions stand out:

- The two groups are similar; and where there are dissimilarities, they tend to counter-balance one another, with a slight net advantage in ease of placement perhaps going to the control group.
- There were relatively more older people (50-64) in the control group but there also were more people with shorter periods of unemployment.
- The experimental group had a slight educational edge and was slightly younger. Yet the mean age and educational attainment for the two groups is very close.

B. SUBSTANTIVE FINDINGS

Turning to the substantive findings of the study, we begin by taking an overview of the results accomplished and compare them against pertinent benchmarks.

In Table 10 the placement records for professionals in selected MESC activities within a comparable time frame are shown. It can easily be seen that the experimental group members fared almost three times as well as the control group and about one and one-half times as well as the Detroit Professional Placement Center as a whole.

The data in Table 11 highlight the placement results of the E & D project participants using a chi-square contingency table, testing for the independence of MESC E & D project placement efforts among the experimental and control group. In both Tables 10 and 11 it is highly improbable that the chi-square values observed are purely the result of chance. The results strongly support the notion that there is a relationship between intensive service as provided by the E & D project and job placements.

The data in Tables 10 and 11 may be viewed in other contexts in order to access their meaning. Considering that the Detroit Professional Placement Center provides service to all kinds of professionals, the well qualified and the poorly qualified, including persons subjected to various social and psychological pathologies and problems, its placement record for the time periods indicated is a fair benchmark of achievement. The control group was randomly chosen using the same criteria applicable to the experimental group (and in retrospect, based upon the discussion in Part III-A above, perhaps possessed certain characteristics slightly more favorable for placement than the experimental group).

The control group is thus a fair benchmark of placement achievement for the non-pathological but hard-to-place professionals in the Detroit Professional Placement Center and its actual record of placements can thus be understood as one-half that of the placement center as a whole. The fact that the experimental group experienced almost triple the placements of the controls and was well above the percentage for the office as a whole is additional evidence of the effectiveness of intensive service.

Insofar as the definitions of MESC-credited placements are conservative and as consistent with one another as possible, the quantitative results virtually speak for themselves. By liberalizing the placement crediting slightly for the experimental group, a persuasive argument could be made that the intensive service led indirectly but obviously to a number of additional placements for which credit was not taken. For example, consider the following instances:

- A man with somewhat confused occupational goals was told by an E & D staff member that he might like teaching drama at the highschool level; he found such a position in the Detroit school system and reported great satisfaction in his work.

(continued)

Table 10. Comparison of Placement Records for Unemployed Professionals - December 1, 1966 to October 31, 1967 - in Selected MESC Activities

PLACEMENT ACTIVITY	PLACEMENTS	REGISTRATIONS	TOTAL	PERCENT
Detroit Professional Placement Center	751	5156	5907	12
Control Group, E & D Project	7	104	111	6
Experimental Group, E & D Project	19	92	111	17
TOTAL	777	5352	6129	12

(X^2= 6.052 df= 2 P= .05)

Table 11. Observed Final Status of E & D Project Participants at Termination Date of Study

FINAL STATUS	GROUP EXPERIMENTAL	 CONTROL	TOTAL
MESC Placed	19	7	26
All other persons in study	92	104	196
TOTAL	111	111	222

($X^2 = 6.28$ def =1 $P = .05$)

- A long-term unemployed manager who had years before been an insurance salesman was asked if he would reconsider entering this line of work; he emphatically opposed such work but accepted an insurance sales job when a friend called his attention to such an opening.

- In three cases people who were urged to apply to companies where they formerly worked were rehired upon application.

- A man who at one time handled large-account meat sales when questioned by an E & D staff member stated he was not at all interested in such a placement; however, he subsequently registered at a fee-charging agency and took a job in meat sales, reproaching the MESC because we did not have that particular vacancy listed in our office.

- A entrepreneurially oriented inactive home builder was referred to several positions by the MESC, which he could have gotten; but he did not want to commit himself at the time to working for someone else, and turned away from several strongly promising job leads.

- A very choosy young man was resumeed to his present employer but actually got the position there because a friend employed in the firm put in a good word for him.

Approximately twenty-five of the non-MESC placements were types in which the E & D staff played an indirect role in enhancing employability, if not even a direct role by some standards. It is possible to disentangle "pure" MESC placements from these twenty-five; therefore, we have taken credit for none of them in our total of nineteen placements.

To be sure, if records were available in card annotations for the control group and for the Professional Placement Center as a whole, a number of similar instances could probably be cited. However, we would hypothesize that they would be relatively fewer because under normal mainstream operating procedures and time limits the interviewer does not have a change to provide the individualized service that is the apparent vehicle to enhance employability and placement. In fact, three persons in the experimental group were placed twice in the course of the study. These were made possible because the project staff was better acquainted with the applicants and had more time and knowledge of the applicant to use in securing job placement.

It is also of interest to note that 5 of the 6 MESC placements in the control group were accomplished by employer orders and not by job development. Mainstream interviewers had first access to these incoming orders because of the manner in which the MESC Detroit Professional Placement Center operates. However, all the placements accomplished for the experimental group were attained by the E & D staff's job development efforts. The distinction between between control-group placements based upon employer orders and experimental-group placements based upon E & D staff job development efforts is important to bear in mind in assessing the outcome of the project.

(continued)

Table 12 provides a summary of the employment status of the two groups as of October 31, 1967 based upon all the follow-up questionnaires we were able to obtain and MESC records. Table 13 provides a similar summary of employment status for the two groups based upon an intensive telephone survey using a short questionnaire (described in Appendix E) in a narrowly delimited time frame. Table 13 cannot be regarded as definitive because the response rates are inadequate. However, it is worth noting that these findings point in the direction of other solid findings already discussed, namely the experimental group members seemed to fare better than the control group in getting and remaining employed. To this extent, Tables 12 and 13 are corroboratory.

Table 12. Status of Experimental and Control Group Members as of October 31, 1967

GROUP	EMPLOYED	UNEMPLOYED	NO INFORMATION	TOTAL
Experimental	79 1/ 2/	32 2/	-	111
Control	63	30	18 3/	111
TOTAL	142	62	18	222

1/ One or two persons in this total announced an intention to return to school, full-or part-time.

2/ The differences between these totals and those of the October monthly report submitted as of early November 1967 are explained by including above the final status of those returned to mainstream, those who were inactivated because of lack of interest on their part in remaining active applicants, and one MESC-confirmed placement in early November.

3/ Information on the final employment status was not available for 18 persons in the control group.

Table 13. Status of Experimental and Control Group

Members based upon Telephone Follow-up
Calls between November 30, 1967 - December 8, 1967

STATUS OF PERSON	EXPERIMENTAL GROUP	CONTROL GROUP
Full-time Employment	52	34
Part-time employment	3	1
Have had other jobs since last contact	10	-
Unemployed but available for work	15	17
Unemployed but not available for work	7	2
	87	54

Table 14 sheds some light upon the results of the study in terms of how various categories of hard-to-place professionals fared. We were concerned with seven types of professionals that were thought to be numerous, but we had no reason to expect that they would be evenly stratified in either the experimental or control groups. We were also aware that these categories were not mutually exclusive. For example, a marginal college graduate could also have spent most of his career in one industry. One older manager had a college degree from Italy and had a highly specialized background in the liquor and gourmet food industry. There also were cases that did not fit the original seven categories very well; hence, a miscellaneous category was needed. For example, the person could have clearly been a professional but set stringent requirements as to the place where he would accept work or the hours. Or the person may have required a very high salary or a high-level position, which would take a great deal of effort to find; and we desired to place people in positions equivalent to the best they had recently held if possible.

It can be seen in Table 14 that most of the persons in the project fitted the categories of marginal college graduate, non-college graduate in professional work, or extensive experience in one job or one industry. Insofar as the returns were incomplete, about the only observations worth noting are that for the project as a whole about four times as many marginal college graduates were employed as were left without jobs when the study was terminated. Non-college graduates and people with essentially one-job or one-industry experience in the two groups had rather similar experiences in getting work; (with a better record for getting jobs among the controls); and the formerly self-employed had considerable difficulty in getting jobs. In view of the smallness in cell sizes and the multiplicity of placement problems for any one client it was not considered worthwhile to use the clear-cut categories of hard-to-place professionals formulated in the original design as the basis for further analysis.

Another way of looking at the placement results of the two groups is to consider the results in terms of age, race, sex, and educational attainment. Although the cell sizes are small in all instances, Table 15 through 18 display some interesting distributions.

In Table 15 it can be seen that people of all ages were placed. Yet Table 17 shows that for both the experimental and control groups professionals beyond the age of 50 are numerous among the unemployed (particularily in the control group).

In Table 16 we find that the employed in the experimental group contains a large number of college graduates and persons with more than college work (in fact, close to double the number in the control group). Yet in Table 18 we find exactly double the number of college people unemployed in the experimental group as in the control group. The remaining parts of the distributions in Tables 16 and 18 are strikingly similar. Insofar as we lack complete information on the control group we cannot justifiably stretch the analysis. On balance, it is hypothesized that additional evidence that a better placement job was done in the experimental group is reflected in the lower number of older professionals unemployed at the end of the study.

(continued)

Table 14. Comparison of Experimental and Control Group Members by Eight Criteria for Inclusion in the Project

CRITERION1/	EXPERIMENTAL GROUP EMPLOYED	EXPERIMENTAL GROUP UNEMPLOYED	CONTROL GROUP EMPLOYED	CONTROL GROUP UNEMPLOYED
1. Marginal college graduates	20	7	14	2
2. Non-college; one job or industry	34	20	41	16
3. Obsolete experience or training	6	-	-	-
4. Women returning to job market	2	-	-	-
5. Formerly self-employed	4	5	6	8
6. Career ex-servicemen	1	2	5	2
7. Foreign-trained applicants	1	3	4	-
8. Miscellaneous	16	3	4	6
	84	40	74	34

1/ These criteria are described more fully in Part II of the report and are abbreviated here for convenience.

The importance of education in securing placements is perplexing to asses in this context.

Placement also raises the question of: Placement in what occupations? In Table 19 a small amount of evidence is provided pertinent to occupational stability and shifting using the codes of the Dictionary of Occupational Titles. Recognizing the deficiencies in the data for the control group (18 cases for which we lack information), it appears that for both the experimental and control groups about the same percentage of placements (including both MESC and all other) result in keeping hard-to-place professionals in professional work. Sixty-seven percent of the experimental group but 74 percent of the control group remained in professional work. For the control group 6 of the 7 MESC placements remained professional; 13 of 19, for the experimental group. The largest number of professionals who were placed by stepping down occupationally fell into D.O.T. code 2, clerical and sales. This is hardly a surprising finding since many hard-to-place professionals have but a tenuous foothold on professional jobs. The logical regression for them is to clerical and sales, which often comprise jobs marginal professionals held earlier in their careers. Yet we found many hard-to-place professionals are prepared to hold out for a long time-sometimes years-rather than step down and accept non-professional work and/or a lower salary.

The distribution of "placed other" in "remained professional" for both the experimental and control groups shows totals of 40 and 41 respectively. The relatively wide difference in code 16, 18, and 19 distributions cannot be explained meaningfully, except to suggest that more persons were placed in 16, 18, and 19 for the control group because we had less information upon which to make a judgment than was the case in the experimental group. Hence we tended to lump the controls as best we could.

In Table 20 data are shown which reflects the compensation differential (i.e., pay in the form of wages, salaries, etc.) of the experimental and control group. As can be seen from the table there are differences between the number of persons placed and those returning questionnaires that contained usable compensation information. (There are, as before, the 18 control non-respondents too.) As is well known, people do not like to supply pay information on mailed questionnaires.

Table 20 presents a spotty picture that must be cautiously interpreted. The greatest pay cuts and the greatest pay increases were reportedly experienced by persons placed by other than the MESC (with one minor exception). The control group may have fared better in pay than the experimental group, judging by the number of pay cuts among experimental group members. Ten experimental group members took pay cuts yet the data from Table 19 indicates only 6 MESC-placed people switched from professional occupations.

It might be interpreted that the record of placement for the experimental group is better than for the control group because the former was composed of persons who stepped down in occupational status and/or pay to obtain employment. However, 37 of the 64 placed in the experimental group (57 percent) and 18 of the 42 placed in the control group (43 percent) reported a pay loss on their new jobs.

(continued)

Table 15. Distribution of Employed by Age, Race, and Sex for the Experimental and Control Groups*

AGE	EXPERIMENTAL GROUP EMPLOYED										CONTROL GROUP EMPLOYED					
	WHITE				NEGRO				TOTAL						TOTAL	
	Male		Female		Male		Female				Male		Female			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
20-24	2	.04	3	.08	-	-	3	.50	8	.10	4	.07	4	.50	8	.13
25-29	3	.05	2	.17	1	.25	1	.17	7	.09	5	.09	1	.13	6	.09
30-34	3	.05	2	.17	-	-	1	.17	6	.08	2	.04	-	-	2	.03
35-39	6	.11	-	-	2	.50	1	.17	9	.11	9	.16	2	.25	11	.17
40-44	9	.16	1	.17	1	.25	-	-	11	.14	7	.13	-	-	7	.11
45-49	14	.24	1	.17	-	-	-	-	15	.19	7	.13	1	.12	8	.13
50-54	12	.21	1	.17	-	-	-	-	13	.16	8	.15	-	-	8	.13
55-59	6	.10	2	.17	-	-	-	-	8	.10	9	.16	-	-	9	.15
60-64	2	.04	-	-	-	-	-	-	2	.03	4	.07	-	-	4	.06
TOTAL	57	100	12	100	4	100	6	100	79	100	55	100	8	100	63	100

* Race is shown for Experimental Group only. Information on employment is not available for 18 cases in the Control Group.

Table 16. Distribution of Employed by Educational Attainment, Race, and Sex for the Experimental and Control Groups*

EDUC	EXPERIMENTAL GROUP EMPLOYED										CONTROL GROUP EMPLOYED					
	WHITE				NEGRO				TOTAL						TOTAL	
	Male		Female		Male		Female				Male		Female			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 12	2	.04	1	.08	1	.25	-	-	4	.05	2	.04	-	-	2	.03
12 yrs.	14	.24	2	.17	-	-	-	-	16	.20	12	.22	1	.12	13	.21
13-15 yrs.	20	.35	2	.17	-	-	-	-	22	.28	25	.45	2	.25	27	.43
16 yrs.	16	.28	5	.41	3	.75	6	1.00	30	.38	14	.25	5	.63	19	.30
17 or more yrs.	5	.09	2	.17	-	-	-	-	7	.09	2	.04	-	-	-	.03
TOTAL	57	100	12	100	4	100	6	100	79	100	55	100	8	100	63	100

* Race shown for Experimental Group only. Information on employment is not available for 18 cases in the Control Group.

Table 17. Distribution of Unemployed by Age, Race, and Sex for the Experimental and Control Groups*

AGE	EXPERIMENTAL GROUP UNEMPLOYED										CONTROL GROUP UNEMPLOYED					
	WHITE				NEGRO				TOTAL						TOTAL	
	Male		Female		Male		Female				Male		Female			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
20-24	2	.09	1	.13		-	-	-	3	.10	-	-	1	.14	1	.04
25-29	2	.09	1	.13		-	-	-	3	.09	1	.04	-	-	1	.03
30-34	2	.10	-	-	1	1.00	-	-	3	.09	1	.04	1	.14	2	.07
35-39	1	.05	1	.12	-	-	-	-	2	.06	1	.04	-	-	1	.03
40-44	4	.19	-	-	-	-	1	.05	5	.16	1	.04	1	.14	2	.07
45-49	1	.05	-	-	-	-	1	.05	2	.06	1	.04	-	-	1	.03
50-54	1	.05	2	.25	-	-	-	-	3	.09	10	.44	-	-	10	.33
55-59	5	.24	2	.25	-	-	-	-	7	.22	4	.18	2	.29	6	.20
60-64	3	.14	1	.12	-	-	-	-	4	.13	4	.17	2	.29	6	.20
TOTAL	21	100	8	100	1	100	2	100	32	100	23	100	7	100	30	100

* Race shown for **Experimental** Group only. Information on employment is not available for 18 cases in the Control Group.

Table 18. Distribution of Unemployed by Educational Attainment, Race, and Sex for the Experimental and Control Groups*

EDUC.	EXPERIMENTAL GROUP UNEMPLOYED										CONTROL GROUP UNEMPLOYED					
	WHITE				NEGRO				TOTAL						TOTAL	
	Male		Female		Male		Female				Male		Female			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Less than 12	-	-	-	-	-	-	-	-	-	-	1	.04	-	-	1	.03
12 yrs.	7	.33	2	.25	-	-	-	-	9	.28	9	.39	2	.29	11	.36
13-15 yrs.	6	.29	2	.25	-	-	1	.50	9	.28	10	.44	1	.14	11	.37
16 yrs.	5	.24	4	.05	1	1.00	-	-	10	.31	1	.04	4	.57	5	.17
17 or more yrs.	3	.14	-	-	-	-	1	.50	4	.13	2	.09	-	-	2	.07
TOTAL	21	100	8	100	1	100	2	100	32	100	23	100	7	100	30	100

* Race shown for Experimental Group only. Information on employment is not available for 18 cases in the Control Group.

Table 19. Occupational Changes of Persons Placed in the Experimental and Control Groups.

	EXPERIMENTAL			CONTROL		
	MESC PLACED N=19	PLACED OTHER N=60	TOTAL N=79	MESC PLACED N=7	PLACED OTHER N=56	TOTAL N=63
REMAINED PROFESSIONAL 16, 18, or 19	10	20	30	6	33	39
All other	3	20	23	-	8	8
Total (0 or 1 in the D.O.T.)	13	40	53	6	41	47 Total
CHANGED TO NON-PROFESSIONAL DOT CODE						
2 (Clerical & Sales)	4	17	21	-	9	9
3 (Service Occupations)	-	-	-	1	1	2
4 (Farming, Fishery, Forestry and related Occupations)	1	-	1	-	-	-
5 (Processing Occupations)	-	-	-	-	-	-
6 (Machine Trades Occupations)	-	1	1	-	1	1
7 (Bench Work Occupations)	-	-	-	-	1	1
8 (Structural Work Occupations)	1	-	1	-	3	3
9 (Miscellaneous Occupations)	-	2	2	-	-	-
TOTAL	6	20	26	1	15	16

Table 20. Compensation Differential of Persons Placed in Experimental and Control Groups

MONTHLY INCREMENT OR DECREMENT	EXPERIMENTAL			CONTROL		
	MESC PLACED N=19 QR=19 R=15	PLACED OTHER N=60 QR=60 R=49	TOTAL N=79 QR=79 R=64	MESC PLACED N=7 QR=7 R=6	PLACED OTHER N=56 QR=56 R=36	TOTAL N=63 QR=63 R=42
- 300 +	-	7	7	-	2	2
- 250 - 299	-	1	1	-	2	2
- 200 - 249	3	3	6	-	1	1
- 150 - 199	3	4	7	2	1	3
- 100 - 149	2	3	5	-	2	2
- 50 - 99	-	3	3	-	3	3
- 1 - 49	-	3	3	-	3	3
0						
+ 1 - 49	2	6	8	2	6	8
+ 50 - 99	-	6	6	-	5	5
+ 100 - 149	1	3	4	-	3	3
+ 150 - 199	-	1	1	1	2	3
+ 200 - 249	2	3	5	-	1	1
+ 250 - 299	-	3	3	-	3	3
+ 300 +	-	-	-	1	-	1
TOTAL	15	49	64	6	36	42

* N= number; QR= Questionnaire returned; R= The returned questionnaire contained usable compensation information

These discrepancies could mean either (a) the experimental group was more willing to accept setbacks in status and/or pay (b) the returns from the control group are biased by the responses of people who did well by themselves in status and pay. Inasmuch as there are unknowns in this picture due to the inadequacy of the data, further speculation would be fruitless. Cost-benefits analyses were also ruled out by virtue of the inadequacy of the data.

To this point we have been considering objective substantive findings obtained from the follow-up questionnaire. In Table 21 we have tabulated the questionnaire findings concerning the experimental group members' and control group members' perceptions of the helpfulness of the employment service.

Using a chi-square contingency table we would reject the hypothesis of independence of perceptions. There seems to be a clear relationship between group membership and perception of the helpfulness of the employment service. In fact, the perceptions of helpfulness are almost exactly the opposite for the experimental and control groups.

Table 21. Perception of the Helpfulness of the Employment Service by the Experimental and Control Group Members

PERCEPTION OF PERSONS	EXPERIMENTAL GROUP	CONTROL GROUP	TOTAL
Positive - Helpful	60	27	87
Negative - Not Helpful	28	57	85
No comment on questionnaire	13	15	28
No questionnaire returned	10	12	22
TOTAL	111	111	222

(X^2= 22.72 df= 3 P= .05)

More specifically, what are the particular aspects of the MESC's services which are considered helpful or not helpful by experimental and control groups members? These are shown in Table 22 and two stand out:

- Both groups consider referrals and courteous treatment as helpful aspects of the employment service. The lack of referrals is disliked by both groups, which would be expected.
- The experimental group was impressed with the helpful suggestions and/or efforts, resume service, and periodic follow-up which they received. By contrast, the control group was critical of the service in two of these three areas but had little to say about resume service.

(continued)

In many respects the E & D staff developed such a close relationship with clients that the latter knew exactly what amount of work was being done for them. The extensive amount of continuing contact, MJD's, and follow-up activity clearly served as a communication bridge which the mainstream interviewers usually could not duplicate for their clients. However, in view of the tightness of the labor market during the conduct of the E & D study mainstream interviewers probably had more time to work with clients than they did in previous years when clients were more numberous. Perhaps then mainstream service would have been appraised still more poorly by hard-to-place professional clients.

Table 22. Perceptions of Specific Aspects of the Service Considered Helpful or Not helpful by the Experimental and Control Group Members

PERCEIVED CHARACTER OF SERVICE*	EXPERIMENTAL GROUP (N= 101)*	CONTROL GROUP (N= 99)
A. **Helpful Services**		
Resume preparation	18	1
Referrals (including hires)	18	14
Courteous Treatment	24	25
Suggestions and/or efforts	58	10
Periodic follow-up	11	-
Helpful - no specific comment	-	1
B. **Not Helpful and Complaints**		
Poor resume service	-	1
No referrals	16	20
Discourteous	-	-
Lack of suggestions and/or effort	3	15
Lack of regular follow-up	2	36
Not helpful - no specific comment	4	5

* A given respondent could give more than one perception as reflected below; hence, the columns do not total to the respective N's.

In summing up the substantive conclusions, the following findings stand out. We state these below and then turn in the next section of the report to an analysis of what we consider were the underlying causes which explain these findings.

- The placement record for the experimental group (19) was the highest in comparison to relevant benchmarks. All of these placements were obtained by job development.
- Another 25 experimental group members were given clearly identified help in getting jobs (for which placement credit was not taken).
- Hard-to-place professionals about 25 - 35 percent of the time step down occupationally when they get relocated in the job market (and when they do, largely regress to clerical and sales jobs).
- The perception or "public image" of the employment service is significantly improved in the eyes of hard-to-place professional clients who have had intensive service. They report very favorably upon helpful suggestions and/or efforts made by employment service personnel, resume preparation, and periodic follow-up. The rapport that the E & D staff had with most of the clients in the experimental group as well as the sustained interaction between the staff and clients undoubtedly affected this perception.

IV. ANALYSIS AND INTERPRETATION OF THE FINDINGS: CAUSE AND EFFECT

The total amount of work carried out by E & D study personnel for the 111 people in the experimental group over the duration of the study categorized by principal work activity is provided below:

143 screening interviews

44 subsequent interviews

27 initial counseling interviews

10 subsequent counseling interviews

8 group meetings with clients

743 telephone job developments

8163 mailed job developments

211 job referrals

1119 follow-up calls

19 MESC placements

60 other placements

Many additional activities were also carried out, which are analyzed in this section of the report.

Our goal here is to pin down causation to the extent possible. In order to do this we compare the services provided the experimental and control group members and then examine the roles and activities of the E & D staff in terms of the features of the research design. Specific attention in the analysis of findings is given to the roles and activities categorized below:

- ROLE OF E & D PROJECT PERSONNEL AND ADVISORY COMMITTEE

  1. Social research consultant

  2. Supervisor of the intensive service unit

  3. Counselor

  4. Interviewer

  5. Competency of the staff who administered the E & D project

  6. Turnover of the staff and its improving competency over the duration of the study.

  7. Advisory Committee

(continued)

- DIAGNOSTIC TECHNIQUES

  1. Stringent selection criteria
  2. In-depth interviews
  3. Counseling (individually administered by the professional counselor and often accompanied by individual job-search instruction and coaching)
  4. Group meeting (administered by the E & D project staff and often including job-search instruction, coaching, and candid advice to the client)
  5. Group discussion of the client (without his being present and intended to exhaust all ideas as to placement strategy)
  6. Resume preparation (single version and multiple versions)
  7. Periodic regular telephone and mail follow-up contact with client for morale-building, encouragement, and expression of continuing interest
  8. Feedback from employers by telephone or mail on the client's behavior in an interview and their opinion of the qualifications of the client

- PLACEMENT AND REMEDIAL SERVICES

  1. Provision of job information and sources of jobs to clients
  2. Review of open order file in mainstream
  3. Review of employer record file
  4. Review of active applications in mainstream to determine where applicants last worked (which could have pointed to a job opening)
  5. Promotional telephone calls to employers
  6. Promotional visits to employers to overcome barriers to hiring
  7. Telephone job development
  8. Mailed job development
  9. Mailing of applicant profiles
  10. Review of yellow pages, magazines, directories, and other printed sources, such as the Occupational Outlook Handbook and college placement annual
  11. Responses to newspaper box advertisements
  12. Newspaper story scanning (for leads on employers of all types expanding their work force or otherwise suggesting job openings, such as personnel accouncements)

(continued)

13. Study of examination and other announcements for government jobs at all levels (city, "poverty", state, and federal)
14. Personal contact ("hearing about" jobs such as in letters, conversations with friends, etc.)
15. Contacts with prior employers of the applicant
16. "Brainstorming"
17. Approved private employment agencies and executive search firms
18. College and alumni placement offices
19. Interstate clearance
20. Retraining or additional education

o REFERRALS

1. Job purpose
    - a. Employers in private industry (including business-service firms and consultants)
    - b. Public employment (except schools)
    - c. Public schools (other than certified teaching positions)
    - d. Parochial schools
    - e. Public utilities
    - f. Foundations and not-for-profit organizations
2. Health, welfare, social, or personal purpose
    - a. Health agency or family physician
    - b. Social service agency
    - c. Bank or financial institution
    - d. Clergyman
    - e. Lawyer or tax advisor

A. MAIN SERVICE PROVIDED

The true cause in the experiment is a loosely defined variable called "intensive service." This independent variable subsumes many others. The independent variable came into existence as soon as time, personnel, and budget were made available to carry out the E & D study.

Inasmuch as Part III of this report contains the descriptive and substantive findings the results of the experiment have already been reported. We now look at the relative importance of the variables subsumed under "intensive service" and try to sort out their relative potency. Insofar as this type of analysis is largely judgmental, this section of the report can be given credence only to the extent that the reasoning provided is consistent with all the facts available. Differences in interpretation are quite possible.

Table 23 provides a quantitative overview of the main services given the two groups. The magnitude of the differences is so dramatic that percentage differences run into the hundreds and thousands. A closeup view of some of these is warranted.

Comparing the MESC-placed in the experimental and control groups - roughly triple - we find a minuscule number of mailed job developments, telephone job developments, and follow-up calls in the control group. The MJD's and TJD's in the experimental group appear vastly out of line for only triple placements.

Comparing the placed-other in the two groups we still see a vastly disproportionate relationship in MJD's, TJD's, and follow-up calls. Apparently the lower number of MJD's, and follow-up calls for the control group was ample to place 56 persons whereas the thousands more JD's in the experimental group were nugatory, resulting in only a total of 60 persons being placed. (It is quite possible that some of the 18 non-respondents in the control group were employed; and that if the facts were known, we might have a basis for concluding that fewer JD's are more effective than massive JD's).

Viewed another way, one might observe that there is a quality demension as well as a quantity dimension in JD work. In the experimental group the concept of JD work which we used was primarily mailing resumes to sources of known vacancies or to possible employers who might have had openings which the applicant could fit and about which we had no prior knowledge. In follow-up telephone calls or in "cold-turkey" TJD's it became possible to do some additional selling of the applicant and to steer the discussion around, on occasion, to job restructing or job creation, two relatively neglected facets of the JD concept.*

(continued)

---

* See Daniel H. Kruger and Arthur W. Saltzman, Developing Jobs for the Disadvantaged, Detroit, Michigan Office of Economic Opportunity, 1966.

Table 23. Quantitative Data on Services Given Experimental and Control Group Members

	EXPERIMENTAL				CONTROL			
	MESC PLACED N=19	PLACED (OTHER) N=60	NOT EMPLOYED N=32	TOTAL N=111	MESC PLACED N=7	PLACED (OTHER) N=56	NOT EMPLOYED N=30	TOTAL N=93*
Mailed Job Developments	1,158	3,866	3,139	8,163	2	460	246	708
Telephone Job Developments	199	342	202	743	15	9	13	37
Subsequent Interviews	5	27	12	44	2	4	4	10
Group Meetings	3	3	2	8	-	-	-	-
Discussions At Advisory Committee	2	8	5	15	-	-	-	-
Follow-Up Calls	186	662	311	1,119	1	11	17	29
Counseling (Initial and Subsequent)	5	20	12	37	-	-	-	-

* Information on employment is not available for 18 cases in the Control Group.

However, we did not call on any employers face-to-face or make much progress over the telephone on job restructuring and job creation, although we did make a few reluctant referrals in this manner.

We do not know how effective the mainstream was in job restructuring or job creation. No mainstream interviewers called on employers. However, during the conduct of the study personnel methods technicians in the Detroit Professional Placement Center were making promotional telephone calls and face-to-face calls on employers and hiring authorities. The PMT's were "selling" the employment service in the PTC's and personal calls; therefore, the results should have had an equalizing effect on the experimental and control groups (if it had any effect at all, given the thousands of employers in Metropolitan Detroit and the time needed to cultivate employers).

There were some advantages that the mainstream had in placing their clients. To review two of them: During the period of the E & D study the number of professionals looking for work was lower than in prior years; the mainstream interviewers specialize in selected areas and, in many instances, have effective working relations with employers whom they deal with regularly and can call to place an applicant. However, the mainstream "pros" were not more effective than the E & D staff in securing placements in the control group by using JD's. Perhaps the mainstream interviewers spent most of their time and effort placing persons who were easier to work with (except HRD interviewers).

The possibility of "wheel-spinning" in the JD work among the E & D staff must also be raised. Insofar as we had trouble locating a suitable number of hard-to-place professionals in the Detroit labor market there were days when we could have been more productive if we had the clients to serve. Undoubtedly, some of this time was used on JD work that had a low likelihood of placement payoff. In any event, JD work seemed to be the best way to use the time available - and certainly was preferable to carrying out routine work.

There were some clients for whom we provided extensive JD work. The far-reaching JD campaigns waged for them by the staff are reflected in skewing in the JD efforts. (Specific cases of this type can be identified readily in Appendix G.) Surprisingly, these far-reaching JD's sometimes were fruitful.

Also much JD work was "shot-gunning" potential employers because we were frustrated in trying to place some of our hardest cases and simply did not know what else to do, their employability in many instances seeming to be acceptable if we could only match the unknown job vacancy with the man (or cajole an employer into accepting one of our clients into his organization on a trial basis, or by task reassignment, and the like).

In any event, we obtained little insight into the optimum number and kinds of JD's and follow-up calls. Sometimes JD's to box ads worked; sometimes they did not. We did learn one thing: JD work should never cease because given the imperfections of the labor market and the need/want of professional people for work, eventually employment is likely to materialize (assuming the economy is functioning as it has since late 1965).

(continued)

The ability of hard-to-place professionals to obtain employment in a way such that the MESC does not obtain credit for placement deserves additional treatment beyond that already provided. We have no way of measuring the effectiveness of the MJD's and TJD's in the control group. Inasmuch as there were about twice as many MJD's for the control "placed-other" as for the control "not employed" reflected in Table 23 perhaps the mainstream made more judicious use of their fewer MJD's than we did in the experimental group. For the latter, the relative equality in number of MJD's for the experimental "placed-other" and "not employed" suggests quite clearly that much MJD work was in a certain sense unnecessary (in retrospect). We did much of it to see if it would be fruitful because we did not want to prejudge that a given client would hold no interest for an employer. We knew at the beginning that all of our clients were hard-to-place and our job in part was to see how massive JD's would work. Our final conslusion is that they had some effect, but we would hesitate recommending doing as much as we did on a regular basis in the mainstream, given the number of clients they have assigned to them. We doubt if in itself the JD is as potent a tool as sometimes stated. Yet without employer listings of job vacancies, the JD is the best tool available; and we have no constructive alternative that is superior.

Turning to the other services provided, it can be seen from Table 23 that experimental group members received several types of service not given to the control group members or given in low volume. Considering the placement record of the two groups and the amount of subsequent interviewing and counseling given in the experimental group, we conclude that the subsequent interviewing and counseling were meaningful for placements. Moreover, the amount of these in the experimental group probably accounts for the favorable attitude of the experimental group members toward the employment service; and the absence of these, the negative attitudes of the control group. The fact that very large proportions of the experimental group members who had subsequent interviews, had participated in group meetings, were counseled, or were discussed at an employers' advisory committee meeting were placed either by the MESC or other means does suggest these techniques when combined have value and may explain the better record of placement for the experimental group (always keeping in mind that the eighteen non- respondents in the control could swing the balance).

B. ROLE OF E AND D PROJECT PERSONNEL AND ADVISORY COMMITTEE

At another level of causation is the calibre of the personnel that implemented the specific tools that were the components of intensive service. Put another way, would a different staff have gotten better or worse results in the identical circumstances using the same tools? The answer can be only judgmental.

The social research consultant had extensive experience in industry in the Detroit area as well as a long-standing interest in the employment service, manpower planning, industrial relations research, and personnel management. Another consultant could have taken a quite different tack. The supervisor of the intensive service unit was extremely thorough in implementing the research design and identifying problems that needed resolution. He was well grounded in counseling, research methods, and the activities of the employment service.

(continued)

The counselor and interviewer were well qualified in their jobs and performed in a highly capable manner at all times. The counselor was relatively new to the Detroit Professional Placement Center at the time the study started. The interviewer had been out of the labor market for many years but had previously worked for the MESC in this capacity.

The above personnel worked very effectively together and were allowed virtual autonomy in the Detroit Professional Placement Center yet with the full support and cooperation of the office manager. There is little doubt that the close working relationships of the staff resulted in an above-average interest in the work and a sense of conducting a worthwhile study. There could have been a "Hawthorne effect"* operating in which extraordinary contributions were made by the staff because they felt involved to an unusual degree in their work. Other personalities interacting in the same or a different environment may not have gotten the same results.

An illustration of the importance of staff calibre and morale can be found in the period from November 1966 to about March 1967. During this period there were the usual start-up problems to be expected on any project. There was also considerable staff turnover and rising doubts that the project could be carried out. Ultimately, the research design was modified to reflect the realities of the Detroit labor market, the staff was stabilized, and project progressed. We had hoped to partial out these differing phases of project proficiency in our analyses of cause and effect in placements but could not do this. We believe that from April 1967 to October 1967 the staff became increasingly more proficient and that intensive service steadily improved. It seems almost tautological to suggest that the later the time period considered, the better the calibre of intensive service offered by the same staff.

The last personnel consideration is the Advisory Committee. Although the original research design called for the establishment of an Advisory Committee made up of key people from professional organizations, colleges, business, and civic groups, we delayed in this activity. The original design conceived of assembling such a group at the start of the project for the discussion of objectives and methods and for obtaining suggestions for gaining acceptance and support of the E & D project by the business community. The committee was to meet monthly and at other intervals as needed. Subcommittes of the group were to sit as a panel, periodically, to help in training and retraining plans, and to give other advice and assistance as needed.

A decision was made in Detroit to postpone establishment of a committee until it was needed. By June 1967 a sufficient number of cases had accumulated and been worked with so that we had encountered clients whose placement stymied us. Having by then redesigned the project and obtained a commitment to see it through to completion, we believed it timely to convene an Advisory Committee.

(continued)

---

* Fritz J. Roethlisberger and William J. Dickson, Management and the Worker, Cambridge, Harvard University Press, 1939; and their Counseling in an Organization, Cambridge, Harvard University Press, 1966, pp. 19-46.

Our concept of the Advisory Committee was that it would meet three times (July 7, August 25, and October 9) for two hours in the morning. The meetings were structured around a planned agenda, and materials to be discussed at each meeting were mailed well in advance of the meeting. The purpose of the meetings was to obtain the assistance of representative of various types of employers who could provide us with ideas and insights on possible placement opportunities for those of our clients who had us stymied.

We sought representatives who were thoroughly familiar with the structure occupations and job requirements in Detroit-area industrial and other organizations. We obtained managerial-people who had this competence although attendance was irregular as can be seen from Table 24.

Table 24. Attendance Record for Advisory Committee Meetings

ORGANIZATION REPRESENTED	MEETING DATE*		
	July	August	October
Chrysler	x	x	x
Ford	x	x	
Detroit Edison	x	x	x
City of Detroit, Civil Service	x		
Detroit School District	x	x	x
U. S. Civil Service	x	x	x
Employers' Assn. of Detroit	x		x
Holley Carburetor	x		
S. S. Kresge	x	x	
American Standard	x		
Chatham Supermarkets		x	x
Wyandotte Chemical		x	
Rutten, Welling & Co. (CPA)			

* Presence indicated by x. The representative of Rutten, Welling & Company did not commit himself to attend.

There is little doubt that the personalities on an Advisory Committee, their interests, their perceptions of the employment service, the regularity of their attendance at meetings, and the like, are important variables. Ignoring all of these because they are difficult to assess separately, our evaluation of the contribution of an Advisory Committee in suggesting placements is that such a group is of limited value, especially if we consider the costs to employers of their time. Again, their value could side, the Advisory Committee: Provided new ideas for placement in about one-third to one-half of the cases (and was as stymied as we were in the ramainder); suggested we improve our resume style; advised that we "level" more with our clients on how they dressed, spoke, or presented themselves to employers; recommended that we get more employer feedback; and suggested that we should probe more into why our clients left or lost their last job. On the negative side, the Committee: tended to jump to conclusions (and explain our clients' problems as "attitudinal"); and often recommended our clients take a lower-level nonprofessional job as a "realistic" solution which, in retrospect, sometimes was prophetic and sometimes was not). The Committee was as baffled as we were in how to handle the placement of effeminate males, people who talk excessively (and cannot seem to control it), and others who have annoying behavioral tendencies.

The Advisory Committee seemed favorably impressed that the employment service was sufficiently forward-looking and analytical to conduct E & D studies. The tendency for the Committee to suggest that our clients lower their job and/or salary horizans can be explained by the fact that they were exposed to our worst cases. Bafflement regarding placement problems was shared; no one has final answers to these complex puzzles, and the Advisory Committee cannot be criticized on these grounds. Their tendency to jump to conclusions may be justified because we asked them to provide advice in a restricted domain in a limited period of time.

In the overall we appreciated the cooperation of the Advisory Committee. We are doubtful that the incremental value for placements or improved insight into employability is equalled by the members' taking time out from their regular jobs to attend meetings such as ours were. We would not recommend widespread use of such Committees on a regular basis. However, the periodic convention of selected employers to improve relations with the MESC and the interchange of ideas could prove mutually beneficial.

Advisory Committees do have some positive public-image value in showing employers the extent and depth of the employment service's efforts in seeking placements. The most tangible benefit which we think that we obtained from our Advisory Committee was a discussion of ideas to improve our resume style, a not insignificant contribution. (See Appendix F for examples of the style we adopted, which is worthy of adoption in any professional placement center.)

Perhaps we really knew what constituted adequacy in a resume before the Advisory Committee commented on ours but were oblivious to the ones which we were using. Actually, we omitted reference to age and sex on the resume, which was consistent with requirements of the policy of the Detroit Professional Placement Center. Employers apparently want this type of information, and we were given permission to supply it on an experimental basis. In any event, the Advisory Committee called our attention to an important matter.

(continued)

C. DIAGNOSTIC TECHNIQUES

The various diagnostic techniques used are well known tools in the employment service. As previously mentioned, we stringently applied our selection criteria and made use of an in-depth interview to get as much insight as possible into our clients. Counseling was available as needed and used as needed. It was regarded as no more than one of many tools. Resumes were used extensively. We did not use "profiles" (i.e., abbreviated resumes of several persons recorded on one or two pages.)

For a few clients we had more than a single version of a resume. We found that some professionals either have such diverse backgrounds or multiple possible employers in different fields that an all-purpose resume is inappropriate. We prepared alternative versions to portray the client best. In preparing these we got a better insight into him and his experiences. It would be worthwhile for the employment service to do this for professional clients whenever multiple versions have potential value.

Periodic regular telephone and mail contact and follow-up not only reportedly bolstered the client's morale and provided encouragement but also redounded to the favor of the employment service, as Table 22 showed. Being in constant touch also served a diagnostic purpose because the counselor or interviewer could keep abreast of changes in the client's job desires, interest, moods and the like.

Feedback from employers by mail or telephone on the client's behavior in an interview was obtained quite often. The quality of this information varied, and employers were not always candid. Whenever possible the employer's perception of the client was used to improve the client's behavior in an interview or assist in enhancing his employability. Quite often clients were not rejected overtly by employers and reported the impression that they were still under consideration for a job when they probably were not. Although some of our clients' perceptions could have been wishful thinking, in many instances there is reason to believe they were left on the hook by employers who were unwilling to refuse them job offers.

Group discussions of the client when he was not present were used to diagnose his problems. The E & D staff group would often go over the same cases several times reassessing problems and solutions that did not work. The Advisory Committee was the group ultimately presented with a case when we exhausted our ideas. Some useful ideas for placements came out of these discussions, if for no other reason than shared experiences and ideas are likely to be richer than one person's relying solely on his own. These discussions should be used on a regular basis in the employment service so that maximum thought is given to diagnosing clients' problems and coming up with plans of action for employability and placement.

Group meetings with the client present were used on eight occasions. The E & D staff group would candidly "level" with the client and in a friendly way direct him or seek to direct him in a course of action, such as being more aggresive about applying for work at employers, controlling a possibly annoying trait (such as garrulity), or guarding against a bad impression in a job interview (such as "coming on too strong" or the opposite). Obviously, this is dangerous ground for a public agency and appears to be "playing God". However, we found that such advice was accepted and in some cases may have paved the way to jobs.

(continued)

No client was offended but some did not benefit much in the form of changing behavior or getting a job. The technique has merit and is advocated if judiciously used.

D. PLACEMENT AND REMEDIAL SERVICES

The placement services and techniques used also are normal to employment service operations. We have already discussed MJD's, TJD's, PCT's, and the like. The use of all the other services suggest no one was more useful than another in any discernible patterned way. Perhaps we learned very little that was not previously known. The point is we tried as many as were appropriate for a client, looking at him and his individual employment plight.

There were two cases where retraining or additional education could have been practicable if the client was seriously enough interested to proceed. Neither client was serious about retraining when we got them jobs closely related to their past experience. If these jobs had not materialized, we were prepared to urge a marginal accountant to take a course on tax regulations and a time study engineer to take a survey course on computers in order to enhance their employability. In general, we found little interest in retraining and did not actually use it for remedial purposes.

We cannot disentangle cause and effect further in looking at the multiplicity of placement and remedial services.

E. REFERRALS

For job purposes most of our referrals were to private industry, government, and public and parochial schools. Some of our clients got jobs in federally funded "poverty programs". A few poorly qualified teachers wanted to enter the Detroit public school system but lacked the credentials. One or two may eventually find places in parochial schools. The specific outcomes in employment can be determined by consulting the cases in Appendix G.

No referrals for health, welfare, social, or personal purposes were in order, although on occasion problems of these types were discussed in the dept interviews. By and large, very few referrals of these sorts would have aided us in securing placement or enhancing the employability of our clients.

F. SOME FINAL INTERPRETATIONS

We believe no one tool, technique, or concept manifestly or latently is the key causal factor across the board, any more than one or two underlying problem is (or are) the basic problems of the hard-to-place professional. The improved placement record for the experimental group should be attributed causally to the time available for a compatible team to function outside the mainstream. The combining of the talents of the staff and the tailoring of the services provided to present the client best as an individual were made possible by the availability of time. These elements were dynamically combined to provide real employment service. The kinds of problems which we experienced in placing our clients require the freeing of staff to cope with them rather than assignment to the routine requirements of the office.

(continued)

In examining our data protocols for the experimental group we uncovered 13 men who had wives working and were very choosy about what jobs they would accept; about 26 people with possible personality idiosyncrosies that could do them harm in an employment interview (such as garrulity, effeminate mannerisms, hostility or brusqueness, condescension, dominance, and the like); at least 20 who had inordinately high salary demands; an equal number who were not realistic about the labor market and what they wer qualified to do; many who were beyond the age of 50 and had adopted a defeatist attitude; many whose job-seeking efforts were either poorly carried out or scant; possibly some who were discriminated against; and a few who cooperated inadequately or tardily with the employment service. As life would have it these problems were not distributed one per hard-to-place professional. They tended to be combined. For these reasons, we consider the greatest aid in professional placement to be an individual-centered approach bolstered by proper use of the numerous tools of the employment service. The existing personnel of the employment service can do this job if they have the time and freedom and if supervision is professionally involved in helping interviewers and counselors make better judgements about employability and placement.

V. RECOMMENDATIONS

- Install intensive service for hard-to-place professionals on an extended trial basis in Detroit by making time available to do the job properly.

- Emphasize an individually centered approach to job placement, using all the tools of the employment service appropriate to the client and his particular problem(s), including some of the innovations used in the Detroit E & D project.

- Use job development techniques as one tool; couple these with efforts to obtain better information on employers' needs through sustained job promotion campaigns.

- Reduce record-keeping and routine reporting so that professional interviewers and counselors can be freed to work with clients as individuals and carry out aggressive follow-up.

- Install a dynamic concept of supervision in which supervisors work closely with the professional staff in seeking ideas to enhance the employability and improve the placement of professionals. (Implementation of this recommendation could involve some changes in organizational structure and supervisory ratios.)

VI. METHODOLOGY OF THE STUDY

This study was planned to be experimental in design. The classical outline of an experiment is essentially simple: an experimental group is exposed to the assumed causal (or independent) variable while a control group is not. Subsequently, the two groups are compared in terms of the assumed effect (or dependent) variable. In our study the intensive service is the experimental "treatment" or independent variable. Employability is the dependent variable.

In testing the hypothesis that a particular characteristic or occurence (x) is one of the factors that determine another character or occurence (y), the study must be designed so that the researcher can infer that x does not enter into the determination of y. The steps taken to structure and operationalize such a design comprise the methodology of the study or overall research strategy.

A. PHASE ONE

The demonstration project was intended to be conducted for one year and developed in three stages. This plan was carried out with some modifications. The first phase was administrative in nature and involved selecting the project staff, obtaining the services of the social research consultant, and arranging the office location so that intake could begin. Initially the professional staff was composed of a supervisor, two interviewers, a counselor, and two personnel methods technicians. Within three months only the supervisor and counselor in the original staff remained. Subsequently in February 1967, an interviewer was trained and added. She remained until the end of the study. The social research consultant and a project receptionist-secretary remained the same throughout the study. An Advisory Committee of 13 members from industry, government, and education was established in June 1967 and met 3 times before the study was completed. A staff meeting was held in Washington one in Boston so that key personnel involved in the studies in Detroit and Boston could work out problems and advance the research. Although communication between activities in Boston and Detroit was ample, it was not possible to achieve uniformity in procedures and direction because of differences in the two labor markets and the nature of the hard-to-place professional clientele in the two cities. In fact, the Detroit study was on a touch-and-go basis for four months because there was a lack of clientele.

B. PHASE TWO

The second phase consisted of providing service to the clientele. This involved many activities. People who registered at the MESC Professional Placement Center in regular daily intake were selected for participation in the study based upon the criteria previously discussed under Part II, Statement of Objectives. Persons were assigned randomly to the experimental and control groups on the basis of the terminal digit of the social security number. The goal was intended to be 600 persons (300 in each of the 2 groups) and was to be reached in 8 months. However, it was not possible to attain this goal in Detroit and consideration was given to terminating the study in the winter of 1967.

(continued)

In Table 25 below the intake into the Professional Placement Center and the Professional E & D Project is shown for the months indicated. It was quite apparent that unless the labor market changed drastically, the goal of securing 300 people for each group by the end of 8 months could not be reached. As a result, the research design was reassessed and tightened so that optimum use could be obtained from the Detroit phase of the project. (The study in Boston was also modified but given an extended duration.)

Table 25. Comparison of Intake for Detroit Professional Placement Center and E & D Project

	TOTAL CENTER	TOTAL E & D PROJECT INTAKE	
MONTH	INTAKE	EXPERIMENTAL	CONTROL
November (1966)	605	9	8
December (1966)	407	11	12
January (1967)	575	21	21
February (1967)	528	15	13
March (1967)	789	5	7

It was proposed and agreed that the Detroit study focus upon the "results" of "intensive service" provided for 100 "hard-to-place professionals" in the "present Detroit labor market." (Each of these concepts in quotation marks was given an operational definition, which is discussed below.) Restated, the basic hypothesis guiding the study (stated positively) was "intensive service" improves the employability of "hard-to-place professionals" as measured by "results in the "present Detroit labor market."

"Intensive service" was to be measured grossly as the causal variable, although attention would be given to the component parts of that service in trying to determine what aspects of it were most causally effective. A "result" was defined as placement in a job or a reported perception of change in employability (as mentioned by a client in a follow-up questionnaire sent to every participant four months after entering the study or obtained through an interview or by telephone). Thus the vague rather subjective concept "employability" was to be indexed by objective placements and subjective reported perceptions. By and large, placements have been stressed in this November 1, 1966 to October 31, 1967 (one year).

The final timetable for Phase Two was: Intake from November 1, 1966 to June 30, 1967, at which time there would be approximately 100 people in each of the two groups (actually 111 were obtained); provision of intensive service until October 31, 1967; and preparation and completion of the final report by December 31, 1967. Fortunately, the staff for the study was stabilized from March through the end of October, 1967, which enabled the study to be completed under optimum circumstances given the practical liminations. During the latter time period the counselor provided service for all the clients but also acted as an interviewer carrying about one-half the case load and engaging in job development activities for her assigned cases.

The final design agreed upon is sketched below

	BEFORE (INTENSIVE SERVICE)	AFTER (INTENSIVE SERVICE)	COMPARISON: BEFORE VS AFTER
Experimental Group	X'	X_2	Difference = $X_2 - X_{'}$
Control Group	$X'_{'}$	X'_2	Difference = $X'_2 - X'_{'}$

The persons selected for the experimental group were asked if they wanted to participate, and only three refused or subsequently asked to be removed from the experimental group. The experimental group was given service in a partitioned area adjacent to the mainstream section of the office. Detailed records were kept of the work completed for the experimental group and each participant's data were kept in a separate folder out of the mainstream files of the office. Persons whose records were made a part of the control group were not told about the study nor were mainstream MESC employees told who was in the control group. The control group was thus serviced by the mainstream in the ordinary manner. In these ways, possible sources of bias were forestalled to the extent they could be.

The gamut of employment service tools and techniques were used in working with the experimental group. Some innovations in service were made. (The relative effectiveness of these tools, techniques, and innovations were discussed in Part IV, Analysis and Interpretation of the Findings: Cause and Effect, where they are viewed not as part of the methodology of the study but from the standpoint of whether they had a causal effect in our results). Yet we know much less about the specific mainstream services and their quality and can guage them only from annotations on records cards. This gap prevents cross-group comparisons of the effectiveness of all the component parts of intensive service with corresponding services offered the control group. In fact, it is quite possible that some control group cases got better service from the mainstream when some of the "old pros" there had time to devote to clients, a not infrequently observed state of affairs during the period of the study. If the labor market were different, they might not have had the time and could have rendered less service.

(continued)

An important part of Phase 2 was the development of a short follow-up questionnaire (shown in Appendix C). This questionnaire was sent to every participant in the study four months after he entered the study. Non-respondents were sent second and third "waves" of questionnaires. Those who still did not respond were telephoned or visited at their homes. The 90 percent rate of return reflects the concerted effort at follow-up. The few non-returns remaining consisted of persons who moved out of the state, were hospitalized, died, could not be reached for unknown reasons, or refused to cooperate.

Counterbalancing the high rate of returns are two negative factors. Not all questionnaires were completely filled out. The tardy returns jeopardized our measurement of placement results in identical time-frames (such as the desired four months). However, the amplitude of the response was gratifying and together with the other information available, allowed us to make the following comparisons for the variables specified:

	APPLICATION	
VARIABLE	EXPERIMENTAL GROUP	CONTROL GROUP
Age	x	x
Race (White or Negro)	x	x (Estimated)
Sex	x	x
Educational level (1 to 18 yrs.)	x	x
Categories of Professionals (8 basic types in the study)	x	x
Marital status	x	x
Number of dependents	x	x
Date entered study	x	x
Date placed (if placed)	x	x
Weeks unemployed (up to the date placed or to the end of the study)	x	x
Supervisory status (before entering the study)	x	x
Job title and code (before entering the study)	x	x
Questionnaire returned	x	x
Monthly pay before entering the study	x	x
Monthly pay after leaving the study	x	x
Job title and code (after leaving the study)	x	x
Supervisory status (after leaving the study)	x	x
How learned of job (after leaving the study)	x	x
Usual job	x	x
Permanent job	x	x
Other jobs (since being included in the study)	x	x
Part-time jobs	x	x
Reaction to MESC services	x	x
Highlights of MESC services	x	(card annotations only)
Prior job history & job problems	x	x
Comments	x	(none)

C. PHASE THREE

Phase 3 of the study comprised the analysis and evaluation of the project and the preparation of the final report. In the process of preparing monthly reports on the project much thought was given to issues and problems identified

(continued)

along the way. The final report was also intended to contain recommendations for continuing, modifying, or terminating intensive service.

In preparing the final report consideration was given to contemporary views* on the experiment in social research, particularly because the causal variable, "intensive service", is gross and subsumes many other variables.

"Common-sense" thinking about causality is that a single event (the "cause") always leads to another single event (the "effect"). In modern scientific thinking the emphasis is rather on a multiplicity of "determining conditions" which together make the occurence of a given event probable. Although common sense leads one to expect that one factor may provide a complete explanation, the scientific researcher hardly ever expects to find a single factor or condition that is both necessary and sufficient to bring about an event. Instead, he looks to "contingent", and "alternative" conditions in in seeking a causal explanation.

The aforementioned three concepts may be defined very briefly as follows. A "contributory" conditon is one that increases the likelihood that a given phenomenon will occur, but does not make it certain, primarily because the contributory condition is only one of a number of factors that together determine the occurence of the phenomenon. In the professional employment study the establishment of the special unit is a contributory condition.

The conditions under which a given variable is a contributory cause of a given phenomenon are called "contingent" conditions. A consideration amount of social research is concerned with identifying such conditions. In our professional employment study we might hypothesize that if a sufficient amount of time is made available (contingent condition) to a special unit for professional placement, the granting of this time contributes to the probability that hard-to-place professionals will secure employment.

Inasmuch as there can be a multiplicity of contributory causes researchers typically focus their attention on viable "alternative" conditions. Again in our professional employment study we might hypothesize that in a special unit which is provided with sufficient time that the number of placements is higher among staff personnel who engage in extensive telephone job development for assigned clients and mail appropriate resumes than for those who do not engage in these activities. The hypothesis would then need to be reformulated to take account of these alternative contributory conditions: Either the mailing of appropriate resumes or extensive telephone job development for assigned clients contributes to the probability of applicant placement where there is a special unit with sufficient time to do the work. The social researcher would then seek a hypothesis that includes a common factor to both the alternative contributory causes, if possible. The hypothesis then formulated might include theoretical variables which could provide an interpretive explanation. However, it should be noted at the existing stage of knowledge in many fields it may be impossible to set forth a meaningful theoretical interpretation.

(continued)

---

* The discussion in this section is based upon Claire Selltiz et al., Research Methods in Social Relations, revised one-volume edition, New York, Holt, Rinehart and Winston, 1959, pp. 80-127.

The nature of the professional study in Detroit, particularly the relatively small size of the sample, ruled out rigorous hypothesis testing below the gross variable "intensive service". In analyzing the data to test the gross variable and to speculate on the possible effectiveness of prats of it, we have given attention to three types of evidence that are relevant for testing hypothesis about causal relationships:

1. Evidence of concomitant variation - that is that x (the independent variable) and y (the dependent variable) are associated in the way predicted by the hypothesis.

2. Evidence that y did not occur before x.

3. Evidence ruling out other factors as possible determining conditions of y.

In each case it should be noted that evidence merely provides a reasonable basis for inferring that x is or is not a cause of y. It does not provide absolute certainty. The possibility of fallacious inference makes it necessary to evaluate all experimental findings in the context of other knowledge. Thus confidence in a research result requires not only statistical evidence of its reliability but also evidence that the interpretation is in keeping with the interpretation of other "facts" about which the researcher has considerable confidence. For this reason the establishment of confidence in the imputation of any causal relationship between events requires the repetition of research and the relating of findings to other research.

The action recommendations proposed by the social research consultant are advanced as "logical" in view of the above reasoning about the strengths and weakness of a social science experiment. The basis for them is consonant with other pertinent knowledge of which he is aware.

Almost all research seems to end on the note that more research is necessary. While we feel replication is useful, and the Boston study will be most instructive in this regard, the findings of the Detroit study contain many lessons for changed practice that apparently stand on their own two feet.

APPENDICES

A. Samples of Forms Used

The basic data about applicants was obtained from Form MESC 2511-5, which has different colored forms for males, females, and veterans.

The basic data about services provided applicants was recorded on a special activity record form.

Other forms available from the MESC were used from time to time. However, since a manila folder was provided for each participant in the study, the tendency was to record supplementary information as needed in the form of notes, which were placed in these folders. Ultimately, a digest of all the information in the folders was prepared and from these cases included in Appendix G were developed.

All suggestions made for action to be taken by the applicant and actions actually taken by him were recorded. All jobs leads given to specific firms or organizations, job development efforts, and job referrals were recorded in the customary way on the application card.

A-2

A B C D E F G H I J K L M N O P Q R S

FOR OFFICE USE ONLY	
Titles	Codes

7. Print Last Name First Middle

8. Street Address

9. Telephone No.

10. City State Zip Code

11. Social Security No.

12. Date of Birth

13. ☐ Married ☐ Single ☐ Other

14. Height

15. Weight

16. Dependents

17. College or University Name and Location	Major	Minor	Degree	GPA	Dates Attended

18. If No College, Name and Location of School	Course or Subjects	Dates Attended

Dates

19. Knowledge of Foreign Languages

20. Job Preferred

21. Will Travel ☐ Yes ☐ No

22. Location Preferred

☐ Detroit Metropolitan Area

☐ Outstate Michigan

Leave Michigan ☐ Yes ☐ No

If Yes—Where

23. Minimum Salary Required

24. Have Automobile To Use ☐ Yes ☐ No

Form MESC 2511-5
(Rev. 2-64)

(Continued on back of Form)

PROFESSIONAL APPLICATION

FOR WEEK ____________ THRU ____________

JOB DEVELOPMENT						Referrals		Placement MESC	
Date	Calls TJD	Time	Date	MJD	Time	Date	Time	Date	Time

PROFESSIONAL E & D ACTIVITY RECORD DETROIT - PPC.

Name of Applicant	UI Yes ______ No ______	OCC CODE

Interviews Use S to Indicate Subsequent		Resume MAILED		Group Training		Code Changes or Additions		Counseling Use S to Indicate Subsequent		Follow-up Calls		PTC	
Date	Time	Date	Time	Date	Time	Date	Time	Date	Time	Date	Time		
						Referral to Training		Referral to Other Agencies					
						Date	Time	Date	Time				

B. Depth Interview Supplement

In addition to the basic data about applicants available from the Form MESC 2511-5 a special type of depth interview was conducted for each applicant. Inasmuch as the project was intended to be applicant-oriented it was necessary to probe deeply to get a complete picture of the applicant as an individual, his qualifications, potential, and job preference. The personal traits of the applicant were observed and recorded, such as his appearance, mannerisms, and the overall impression he made. The employment problem or problems which were hindering ready placement were clearly and briefly recorded. Each applicant was informed that he had been selected for special service and that his full cooperation was sought as a matter of self-interest as well as for the success of the experiment. Except for very few cases, cooperation was excellent. (The circumstances in which there were minor problems in cooperation can be seen in the cases provided in Appendix G.)

The value of the depth interview varied depending upon the client. However, there is no question that it provided greater insight into the typical client than briefer interviews normally given applicants at employment service offices.

INTERVIEW GUIDE FOR INITIAL INTERVIEW

A. How have you gone about looking for the kind of job you prefer? (This refers to Item #20 - job choice on 2511): ______________________________

Check: ☐ Employment Service; ☐ Application direct to new employer

☐ Former Employer; ☐ Answered classified ad; ☐ School;

☐ Through relative or friend; ☐ Union; ☐ Other (specify) ______

(If the applicant has prepared a resume, secure a copy).

B. Have you turned down any offers for this kind of job? ☐ Yes; ☐ No. If no, why? ______________________________

C. Have you ever been turned down by employers when applying for this kind of job? If yes, why do you think they turned you down? ______________________________

D. In looking for a job we all have some things that help us and some that do not help us. Looking back on your experiences, what things do you feel help YOU?

a.________ b.________ c.________ d.________

e.________ Do not help you? a.________ b.________

c.________ d.________ e.________.

E. What other kinds of work have you applied for since becoming unemployed? ______________________________

F. a. Did you turn down any job offers? ☐ Yes; ☐ No. If yes, what was the reason? ______________________________

b. Have employers turned you down? ☐ Yes; ☐ No. If so, who turned you down for each job and why do you think you were turned down? (Explain) ______________________________

c. Would you consider a job offer which pays less in salary than what you have been paid on the average during the past 3 years? ☐ Yes; ☐ No.

G. During periods of unemployment, how do you spend your time? (Explain) ______________________________

H. Of all the jobs you have held which would be your first choice? ______

Why? ______________________________

Second? ______________________ Why? ______________________________

____

Third? ______________________ Why? ______________________________

____

I. Do you have a hobby that you have followed? ☐ Yes; ☐ No. If answer is no, skip to Item M.

J. Please tell me about this hobby.....name the hobby ______________________

____

____

____

K. How could you consider using your hobby as a means of making a living? Describe:

____

____

____

L. If 2511 indicates applicant wouldn't move ask Q.L. (otherwise skip to Q.M.). What are the principal reasons why you don't want to move? ______________________

____

____

M. Looking back, what subjects which you studied in college: a. Did you like best?

______________________ Why? ______________________________

____

b. Did you like least? ____________ Why? ______________________________

____

N. If you had it to do over again, what subjects would you have chosen to study? ____

____

Why? ____

____

O. Do you feel that you would be interested in further training or education at the present time or the near future? ☐ Yes; ☐ No; ☐ Uncertain.

Why do you feel this way? ______________________________________

____

____

(If not interested in training, or uncertain, omit Items P and Q).

P. What occupation would you like to prepare for? ______________________

☐ Does not know or is uncertain. (If applicant does not know or is uncertain, omit Items P and Q.

Q. Why have you chosen this occupation? ______________________

____

What does a person in this occupation do? What kind of preparation and how much is required to learn this occupation? Where can you obtain this occupational preparation? What kind of a future do you see for yourself working in this occupation? (Applicant's knowledge of this occupation: ☐ Well informed; ☐ Fairly well informed; ☐ Has little or no knowledge of this occupation).

R. Could you contribute toward the cost of your education or training? ☐ Yes; ☐ No.

S. What are the principal problems that you have faced because of being unemployed?

☐ None; Problems (Specify) ______________________

____

____

T. Of the problems you mention, which one bothers you the most? ______________________

____

____

U. Here are some things which people tell us are important to them. Which one of these is most important to you? ☐ Job; ☐ Family; ☐ Religious Group: ☐ Work Group; ☐ Social Group; ☐ Other (Specify) ______________________

____

____

V. What would you like to be doing 5 years from now? (Specify) ______________________

____

____

W. What do you expcet to be doing 5 years from now? (Specify) ______________________

____

____

____

Now I would like to have some information about your family or others who may depend on you for some part of their support:

X. Do you live ALONE? With RELATIVES NON-RELATIVES

RELATIVES AND NON-RELATIVES With IMMEDIATE FAMILY

Y. I am going to ask you some questions about each of the persons who depend on you for some part of his or her support. (Obtain the following information about each such dependent):

Relationship	Age last Birthday	Lives in same Household	Do you furn. any support for this person	For Persons Age 14 or Older Only					
				Working			Not Working		
				Full Time	Part Time	Approx. Salary or Earnings, Kind of Work	Looking for Work	Not looking for work (housewife, student, military service, etc. (Specify)	Date Last Job
		Yes No	Yes No						

AA. Do you receive income from any of these sources: ☐ Pension; ☐ Rent from Property; ☐ Support from relatives or friends; ☐ Social Security; ☐ Insurance; ☐ Welfare Assistance; ☐ Profit from own business; ☐ Dividends from stocks and bonds; ☐ Part-time or short-time jobs; ☐ Other. (Specify) ____________________

BB. If head of household, how much money approximately would you need to earn to support your household? $ __________

CC. If not head of household, how much money approximately would you need to meet your monthly expenses? $ __________

Have you ever:

DD. Lost a job because of drinking? __________ Would you consider you ever had slight drinking problem? __________

EE. Been a patient in a mental hospital or psychiatric ward of any other hospital? __________ Had a police record? __________ Been in jail? __________

FF. Undergone psychoanalysis or any form of mental therapy? __________

GG. Been addicted to narcotics? __________

HH. Failed to obtain security clearance for a governmental, industrial or other position? __________ Are you bondable? __________

II. Birthplace __________

JJ. Date moved to Michigan __________

KK. Continuous Resident? ☐ Yes ☐ No

LL. Naturalized U. S. Citizen? ☐ Yes When __________ ☐ No

MM. Reason for moving here? __________

NN. Race? W ☐ N ☐ O ☐

00. What is the applicant's apparent main problems as you see them? As he sees them? What should be the next step to place the applicant in a job?

C. Follow-up Questionnaire

A questionnaire was used to follow-up both the experimental and control groups to determine if they were working, at what kind of job, how the job was obtained, and their perceptions of the employment service. The specific cover letter and questionnaire used are included at the end of the Appendix and identified as C-2 and C-3 respectively. In the second and third waves of follow-up to non-respondents other cover letters were used, but the tone and goal were the same. The questionnaire remained the same.

The total final response for the experimental and control groups is indicated below:

Group	Sent*	Returned	Percent of Return
Experimental	111	101	91
Control	111	99	89
TOTAL	222	200	90

(* The figures reflect persons sent questionnaires and persons returning questionnaires. Only 93 of the 99 returns in the control group were usable.)

In view of the high rate of return we are convinced that we have as reliable a measure of the experimental treatment variable as can be obtained by the use of a questionnaire.

During the period November 30 - December 8, 1967 a telephone follow-up was made of all participants in the experimental and control groups to determine as of an identical time-frame who were working and where. The schedule used is shown in Appendix E.

GEORGE ROMNEY, Governor
THOMAS ROUMELL, Director

STATE OF MICHIGAN
DEPARTMENT OF LABOR
MICHIGAN EMPLOYMENT SECURITY COMMISSION

Professional Placement Center
7310 Woodward Avenue
Detroit, Michigan 48202

COMMISSION:
CHESTER A. CAHN, Chairman
WALTER A. CAMPBELL
ALEX FULLER
FRANK C. PADZIESKI
DIRECTOR:
MALCOLM R. LOVELL, JR.

ATTACHMENT C

Dear

In the recent past you appeared at the Professional Placement Office and requested assistance in seeking employment.

We are conducting a survey to find out if we helped you, and the extent to which this office assisted you in seeking employment. We would appreciate comments on the service given and suggestions as to how we might do more.

Please complete the brief questionnaire attached to this letter and mail it in the enclosed addressed and stamped envelope.

Your cooperation is appreciated.

Very truly yours,

J. D. Foley, Supervisor

PUBLIC EMPLOYMENT SERVICE

FOR QUALIFIED WORKERS CALL THE MICHIGAN STATE EMPLOYMENT SERVICE

MICHIGAN WATER-WINTER WONDERLAND

PLACEMENT QUESTIONNAIRE

I. If you are now employed full-time (i.e., approximately 35-40 hours per week), please answer the following:

a. Title of position:

Do you directly supervise anyone? No____ Yes ____. If yes, how many people? Number ____.

b. Name of employer: City and State:

c. Kind of business:

d. Date started work ________________ Salary per week ______________

e. Are you working at your usual occupation? Yes ______ No ______ If "No", are you looking for another position? ______________________________

f. How did you learn of your present job? ______________________________

____

____

g. Is this job permanent? Yes ____ No.____

h. Do you intend to remain in this job as long as possible? Yes ___ No ___

i. In general, are you satisfied with this job? Yes _____ No ____ If "no", please state the specific reasons for the dissatisfaction: ____________

____

____

j. Are you currently looking for another job? Yes ____ No ____

II. If this is not the only job you have held in the past four months, please describe the other below (or on the back of this questionnaire if you have had more than one).

a. Title of position:

b. Name of employer: City and State:

c. Kind of business:

d. Date started work ________________ Date terminated work ___________

e. Salary per week ________________

f. Please explain why you left that job ______________________________

____

III. If you are currently employed at a part-time job, are you still seeking employment? Yes ______ No ______ Please provide the following information about your part-time job:

a. Title of position ______________________________

b. Average number of hours worked per week ______________________

c. Date started work __________________ Salary per week __________________

d. How did you get this job? ____

____

____

IV. If you are not now employed, are you still seeking employment? Yes____ No ____

V. Do you feel that the Employment Service was of help to you? Yes _____ No ____

a. Please explain what was especially helpful ______________________________

____

____

____

b. Please indicate in what way the Employment Service could have been more helpful ____

____

____

____

Name ______________________________

Address ____________________________

____

D. Flow-Chart of Intake Procedures Used

A review of the procedures used to process clients into the experimental group is worth presenting because it will indicate how intensive services were integrated with the mainstream activities of the Detroit Professional Placement Center in selecting clientele for the project. The control of these procesures and the work rules necessary to insure the provision of intensive service are a part of making intensive services operational.

The procedure begins with the applicant's registering at the Employment Service and completing the appropriate MESC Form 2511-5.

1. The previous day's intake and the application files were reviewed daily by the project supervisor in search for potential clients for the study. The application cards of the applicants considered by the supervisor as likely candidates for the study were then selected.

2. Selected application cards were next reviewed by the project consultant. The project consultant selected those cards of applicants he believed met the criteria for inclusion. In this way there was concurrence between the consultant and the project supervisor.

3. The project supervisor checked with the appropriate mainstream interviewer regarding applicants selected by the consultant to determine that the mainstream interviewer had no immediate placement plans for the selected applicant. If the mainstream interviewer had immediate placement plans in mind for the selected applicant, the applicant was not contacted by the project staff at that time but would be followed-up at a later date and reconsidered for inclusion in the study at that time.

4. Any applicants who were selected by the study consultant and for whom the mainstream interviewer had no immediate placement plans were sent a call-in card by the project staff and asked to contact the project by telephone.

5. If the applicant responded to the call-in card and was not employed, and if he was interested in the services of the study as explained to him over the telephone by a member of the project staff, the applicant was than scheduled for an in-depth interview with the project interviewer or counselor.

6. When the applicant visited the project for the first time, an in-depth interview was conducted and case materials were prepared by the study interviewer. Each applicant's data were kept in a separate confidential folder. (these folders and their contents will be destroyed at a future date.)

7. After the conclusion of the in-depth interview, a determination would be made by the interviewer as to whether the applicant was ready for immediate job promotion or would first need the benefit of vocational counseling prior to any job promotion efforts. If counseling was indicated, the applicant would scheduled for a counseling appointment and job promotion would not be initiated until the counselor indicated that the applicant was ready for job placement.

(continued)

8. Job promotion efforts were initiated for most applicants immediately after the in-depth interview.

9. Case materials and media worked on by the project staff were turned in daily to the project receptionist.

10. The project receptionist compiled records daily for service given to the study applicants.

11. After the project receptionist took the count for the daily work, case media were returned to the project supervisor for his review.

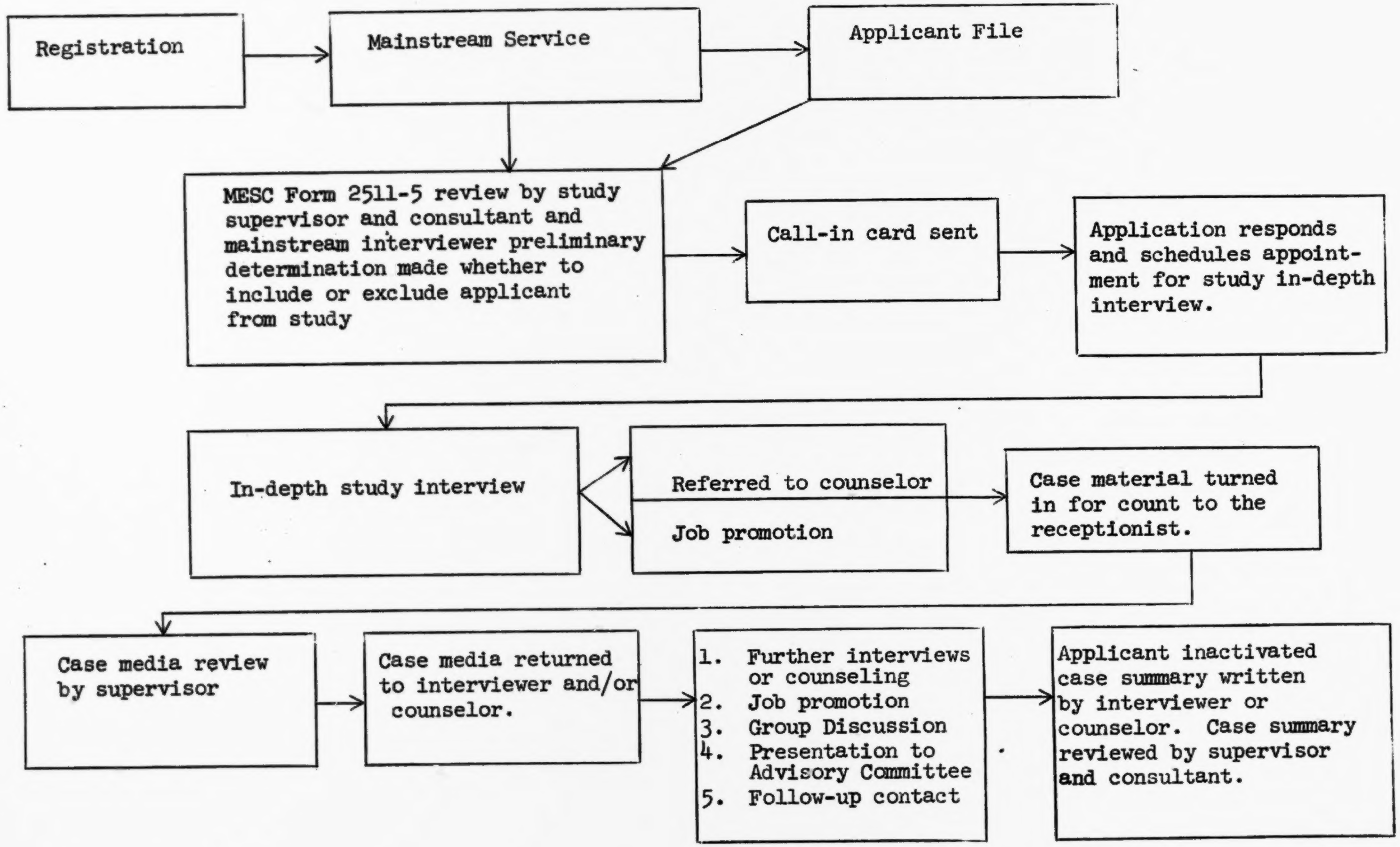
12. After the supervisor reviewed the case media, the media were returned to the project interviewer or counselor.

13. The project interviewer or counselor assigned to the case continued to give the appropriate services in behalf of the applicant such as: Further interviews, counseling, job development, group discussion, presentations to the Advisory Committee, and regular follow-up contacts.

14. If the applicant became employed or if he indicated that he no longer wished the services of the project staff, the project interviewer or counselor would inactivate the applicant's case and prepare a case summary on the applicant. The project supervisor and consultant would then review the case summary and discuss all matters needing their attention in view of the objectives of the study.

Chart D-1 shows the main steps in the intake procedure by means of a schematic format.

Chart D-1. Flow-Chart of Main Steps in Intake Procedure


Registration
Mainstream Service
Applicant File
MESC Form 2511-5 review by study supervisor and consultant and mainstream interviewer preliminary determination made whether to include or exclude applicant from study
Call-in card sent
Application responds and schedules appointment for study in-depth interview.
In-depth study interview
Referred to counselor
Job promotion
Case material turned in for count to the receptionist.
Case media review by supervisor
Case media returned to interviewer and/or counselor.
1. Further interviews or counseling
2. Job promotion
3. Group Discussion
4. Presentation to Advisory Committee
5. Follow-up contact
Applicant inactivated case summary written by interviewer or counselor. Case summary reviewed by supervisor and consultant.

E. Telephone Survey Questionnaire

During the November 30 - December 8, 1967 period an intensive telephone survey was made of the experimental and control group members to determine how many were working or not working. The purpose was to obtain employment data within an identical time frame for the two groups and determine which contained the largest number working.

Insofar as telephone surveys have important limitations, we did not anticipate perfect results and realized that only a few items of information could be obtained.

E-2 contains the form used to gather this data. Less than one-half the control group was reached; more than three-fourths of the experimental group was reached.

E _____ C _____

NAME ______________________________

CASE NO. ______________

I. a. Are you working? Yes _____, No _____

b. What is the name of your employer? ______________

c. What type of work are you doing? ______________

____

II. a. Have you had any other jobs since our last previous contact?

Yes _____ No _____ If yes, what were you doing? __________

____

b. If you are not working, what are your plans? __________

____

c. Employed _______ Available for work _______

Not available for work ___________ (Reason not available should be reflected in IIB or else specified here).

____

____

____

d. New job salary ______________

F. Revision of Resumes

In the early stages of the study we used abbreviated resumes with some information deliberately omitted. The hypothesis was that we would leave some white space on the page rather than overwhelm the potential employer with detail.

Subsequent to an Advisory Committee meeting we revised our resume style to accord with these guidelines to the extent we possessed the information:

1. Employment objective should be stated.
2. The salary desired should be omitted.
3. Employment experience should be complete, giving the employment history in detail and making sure there are no gaps in the listing of jobs chronologically. The reason for leaving the job in each instance and the beginning and ending salary for each job should be included.
4. Education should include the type of degree, extent of education, field of study, and grade-point average, if possible.
5. Extra-curricular activities should be included but only for a person who was less than five years removed from student status.
6. Personal data should include the client's marital status, military status, height, weight, age, sex, and residency (resident of Detroit, Royal Oak, etc.).

On the next two pages are resumes incorporating the above, which were used in the E and D project.

STATE OF MICHIGAN

F-2

GEORGE ROMNEY Governor

Michigan Employment Security Commission

RESUME PROFESSIONAL PLACEMENT CENTER

7310 Woodward Ave. - Detroit, Michigan 48202 - TR.2-4900

This applicant may be of interest to you. The following data is presented for your consideration. Any additional information concerning this applicant may be obtained by calling TRinity 2-4900, extension 543, and referring to code number PR-44.

EMPLOYMENT PREFERENCE: General Accountant, Office Manager or Bookkeeper

SALARY DESIRED:

PERSONAL DATA: U. S. Citizen Male, born 6/3/07
Height: 5'8"
Weight: 150 Lbs.
Marital Status: Widower
Detroit Resident

EMPLOYMENT EXPERIENCE:

8/62 to 12/66 - Selected Spices, Inc., @ $119.00/Week
ACCOUNTANT - Kept books through trial balance. Prepared statements and tax reports. Served as office manager. Made out accounts payable, disbursement checks. (Laid off due to merger.)

8/59 to 5/62 - W.M. Finck & Company @ $100/Week
ACCOUNTANT - Kept books through trial balance. Prepared statements and tax reports. Made out accounts payable. Served as office manager in 6 person office. Was in charge of books for subsidiary branch in Tennessee. (Laif off - company out of business.)

11/58 to 8/59 - Dictograph of Michigan @ $90.00/Week
ACCOUNTANT - Took care of accounts payable, took trial balance. (Laid off - District Office was discontinued.)

11/56 to 12/57 Chapper Iron Works @ $100./Week
ACCOUNTANT - Took care of accounts payable, took trial balance. (Laid off due to business conditions.)

1936 to 1953 - Wolverine Porcelain Company @ $100.00/Week
ACCOUNTANT - Prepared complete set of books and was in charge of all books. Also was in charge of books for subsidiary of company. (laid off.)

EDUCATION:

Walsh Institute - 1935 to 1938 Major: Accounting, Minor: Business Administration. Completed CPA Review at Walsh Institute in 1939.

MICHIGAN STATE
EMPLOYMENT SERVICE

PROFESSIONAL • • TECHNICAL • • MANAGERIAL PERSONNEL

MESC 2119
(REV. 10-63)

STATE OF MICHIGAN

F-2

Michigan Employment Security Commission

RESUME

PROFESSIONAL PLACEMENT CENTER

7310 Woodward Ave. - Detroit, Michigan 48202 - TR.2-4900

GEORGE ROMNEY Governor

This applicant may be of interest to you. The following data is presented for your consideration. Any additional information concerning this applicant may be obtained by calling TRinity 2-4900, extension 542, and referring to code number PR-12 .

EMPLOYMENT PREFERENCE:

SALARY DESIRED:

PERSONAL DATA: U. S. Citizen - Birthdate 11/14/15 Marital Status: Married
Height: 6' Weight: 175 Lbs.
Hazel Park, Michigan Resident

EMPLOYMENT EXPERIENCE:

6/61 to 10/66 - @ $174.00 Week - Dana Corporation, Detroit, Michigan
COST CONTROL ANALYST - Responsibilities included budget and some production control. Worked on special projects and customer programs involving large company expendicures. Prepared budget on non-production labor costs, submitting daily to management. (Laid off due to lack of work).

5/58 to 12/60 - @ $150.00 Week - Republic Gear Company, Detroit, Michigan
ASSISTANT OFFICE MANAGER AND COST ACCOUNTANT - Helped supervise 19 employees in clerical accounting detail. Responsible for payroll and control of cost accounting system involving use of I.B.M. system and manual operation. Prepared sales and cost analysis. (Company reduced staff.)

1957 to 1958 - Self Employed - Accounting Service
Main service was to parent company that sold wholly owned manufacturing subsidiary of gears, exles, and drive shafts, but retained ownership of the in process inventory. Responsible for establishing a cost system to ascertain present inventory piece value plus a completion cost per piece for another company to complete the in process inventory. Responsible for records to control disposal of large inventory.

6/55 to 10/57 - @ $150.00 Week - Detroit Bevel Gear Company, Detroit, Michigan
OFFICE MANAGER AND CHIEF ACCOUNTANT - Supervised an accounting and payroll staff of 14. Responsible for general and cost accounting, sales forecast, profit forecast, cash forecast, and financial statements. Collaborated with controller on budgets and changes in cost accounting system. Worked with process cost system and also with job lot cost system. Also handled factory personnel work covering 450 employees for a time. (Left because company was sold.)

2/50 to 6/55 - General Electric Company, Detroit, Michigan
CHIEF GENERAL ACCOUNTANT - Supervised 13 accounting personnel. Responsible for branch office complete set of books through final financial statements. Helped analyze and establish yearly budgets.

12/40 to 2/50 - National Twist Drill and Tool Company, Rochester, Michigan
FINISH GRINDER - DRILLS AND REAMERS.

EDUCATION: University of Detroit - Bachelor's Degree in Business Administration,
Major: Accounting, Minor: Economics.

G. Cases in the Experimental Group

Compiled in numerical order are the 111 cases in the experimental group, all described within a uniform format. The essential facts in each case have been digested and supplemented with information obtained in the follow-up Questionnaire.

Either a reading or scanning of these cases should provide further insight into the group members and the problems which made them hard-to-place.

The control group cases could not be summarized in the manner appended because less information about them was available.

All information which would identify a member of the experimental group has been generalized. Names of the participants have been removed to protect their anonymity.

The cases were written by the interviewer and counselor and edited generally by the consultant. The style varies slightly from case to case, and there are differences in foci and depth, depending upon the client, his problems and the case worker's approach. A few cases were summarized by using the notes of staff members who left the project during the early period when there was considerable staff turnover.

These cases are bound in a separate volume and available upon request from:

Manager, Professional Placement Center
Michigan Employment Security Commission
7310 Woodward Avenue
Detroit, Michigan 48202